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THE EFFECT OF SUCCESSION PLANNING ON
MOTIVATION WITHIN THE KWAZULU-NATAL
SOUTH AFRICAN POLICE SERVICES

by

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of
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in
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WORK DECLARATION

I declare that THE EFFECT OF SUCCESSION PLANNING ON MOTIVATION WITHIN THE KWAZUU-NATAL SOUTH AFRICAN POLICE SERVICES is my own work; and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

Ntombifuthi Minienhle Mbele (Ms)

Date: 2020-10-26



DEDICATION

I dedicate this minor dissertation to my parents, Mr Z. & Mrs D.B. Mbele, who have always believed in me and in my ability to make this journey possible. This is for you!



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“I am nothing without God; but with God, I can do anything.” Mark10:27

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ABSTRACT

The South African Police Services (SAPS) department is losing staff due to reasons such as early retirement. This creates a skills gap for junior workers, when they fill the vacancies created by these retirees, without appropriate grooming. The non-use of a succession plan within the SAPS has resulted in staff being placed in posts they are not fully qualified for or experienced in. This has, resulted in low morale. The purpose of the research was to examine the effect of succession planning on the morale of employees in the KZN, SAPS. A qualitative research method was adopted for the study. It used purposive sampling which consisted of ten (10) SAPS, members: five (5) Police Act members and five (5) Public Service Act members) at the office of the Provincial Commissioner in KZN. The sampling technique used was purposive. The sample was selected based on the knowledge and long-term experience in the KZN SAPS. The examination used the thematic inquiry approach to find out more about the experiences, emotions, knowledge or encounters of the respondents. The results were that the KZN SAPS had little or no knowledge of succession planning. While a promotion strategy is used by the KZN SAPS, it does not, however, promote successful succession planning or management of it. Employees had the feeling that they were neither cared for nor respected by senior managers. In addition, motivation and compensation have been found to be of the most extreme importance to employees; and, sadly, management currently appears to ignore these problems. Having a succession plan would prepare the KZN SAPS to fill the vacancies generated by unexpected retirements and resignations. An integrated talent-management strategy/retention policy that facilitates succession planning is also recommended.

Keywords: Succession planning, motivation, employee retention, South African Police Services

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CHAPTER 1: ORIENTATION

1.1 INTRODUCTION AND RATIONALE

The preparing for succession dates back to the 20th century, with writings by Henri Fayol (1841-1925). When the Roman armies relied on succession planning to replace those officers killed or severely wounded in combat, its existence became evident (Rothwell, William, 2010). With important contributions from Liebreson and O'Connor (1972), the 1970 period included theory formulation and empirical studies into the succession-planning method. The aim was to analyze the magnitude of the relationship between succession planning and performance during this period.

(Grusky, 1963), who formulated a reason for the necessity of succession planning, is credited with pushing the field of succession planning forward: first that the succession process could cause instability; and second, that succession planning for the organisation is inevitable. In addition, Grusky (1963) believed that the succession process could lead to increased business performance through inside talent. At this time, the conventional theories of succession-planning and efficiency arose.

In an attempt to make leaders conscious of the value of providing a stable workforce, Henri Fayol (1841-1925) went on to publish his 14 management principles. He also argued that management has the duty to maintain job security; otherwise, inexperienced young workers will fill key positions. This indicates that the reason for recruiting and putting unqualified candidates has always just been to make someone fill a vacant position. Fayol (1841-1925) also argued that it is within the people that organisational strength lies; and as people become more qualified and trained, the organisation gains (Rothwell, William, 2010).

Having a succession plan is essential to preserving the competitive advantage of an organisation. It helps the leadership in the organisation to follow a strategic plan and to develop personnel. For those organisations that work inside government policies, this is much more important; because this is a playground for tremendous retirements and information preservation.

Collis and Hussey (2013 p83) state that “succession planning also facilitates a flow of talent emerging from within the organisation.” This is also seen to boost the morale and confidence

of all the employees (Collis & Hussey, 2013). This statement of succession planning, which is used as a tool to ensure that talent is adequately handled in order to retain, maintain and encourage efforts to stay competitive (Galbraith, Smith & Walker, 2012), is confirmed by the results in Galbraith (2012). In addition, succession planning not only focuses on replacing executives, but on finding staff at all levels within the organisation, ability shortages and potential talent (Huang, 2001). In addition, having a well-designed succession plan gives the organisation enough time for those who are planning to quit to professionally cultivate replacement talent. Finally, another advantage of succession planning is the continued active development of resilient talent from which to select, helping the organisation to recruit and retain key individuals to assist in both current and potential organisational growth (Huang, 2001).

The lack of a succession plan, however, results in the loss of important workers who are experienced and skilled, and this can lead to recruiting or promoting errors that may arise while trying to fill urgent holes. In addition, due to the detrimental effects of internal power disputes that could arise from such casualties, the loss of internal competent and willing workers may affect the organisation.

1.2 THE RESEARCH PROBLEM

The South African Police Services in KZN is experiencing the loss of employees, due to factors like early retirement. This creates a knowledge gap for the junior employees; as they are then required to fill the vacant positions that are created by those retirees. The non-use of a succession plan within the KZN SAPS has led to the appointment of employees who are unqualified, and who have little or no knowledge of the department in which they have been posted. Having a succession plan in such a dire situation could help the SAPS in KZN in filling positions created by unexpected retirements and resignations with well-developed and trained employees.

Table 1.1 depicts the loss of manpower through retirement, and the death of employees, which is currently high, sitting at 27.3% and 16.7% respectively. Furthermore, another cause for concern is the 39.5% of resignations that take place within a year, which is quite high. From this, it may not, however, be clear whether there are plans in place to replace the high number of employees that leave every year. It is, therefore, important to find out what needs to be done to fill the gaps that have been created by these occurrences. Though the figures depicted in

Table 1.1, are for the 2017/2018 financial year, the situation is not expected to be different in the current 2019/2020 period.

Table 1. 1: Reasons why employees left the department for the Period 1 April 2017 to 31 March 2018

Termination Type	Number	Percentage of total resignations	Percentage of total employment.	Total
Death	862	16,7	0,4	5 168
Resignation	2 039	39,5	1,1	5 168
Expiry of contract	50	1	0	5 168
Discharged due to ill health	309	6	0,2	5 168
Dismissal-misconduct	488	9,4	0,3	5 168
Retirement	1 412	27,3	0,7	5 168
Other	8	0,2	0	5 168
Total	5 168	100	2,7	5 168

Table 1.1 Reasons why employees left the department for the Period 1 April 2017 to 31 March 2018, South African Police Service, Annual Report 2017/2018, pg 274

Besides a number of policy documents and newspaper clips on the SAPS, a limited academic articles on succession planning on the organisation, could be found through a google search that was conducted. Among the studies found are: An evaluation of the Performance Enhancement Process (PEP) of the South African Police Service (SAPS): A case study at Parow Police Station (Krause 2004); An investigation of reasons for labour turnover in saps (Zethu 2019); The role of talent management in the South Africa Police Services (Machobane, Masela and Semanya 2020); and lastly Examining the retention policy of law enforcement: South African Police Service Zamdela cluster, Free State Province (Molupe 2019). The titles of these studies reflect on their different foci, such as performance enhancement, high labour turn over within the SAPS and staff retention policies. All these issues are relate to succession planning which is the focus of the current study.

There is a scarcity of research on perceptions of succession planning in South African Police Services. Therefore it is important to determine the perception of employees on the effect of succession planning on the organisation.

1.3 RESEARCH QUESTIONS

The main research question

What are the perceptions of employees on the current succession-planning practices, or the lack thereof in the KZN SAPS?

Sub-questions

What are the current succession-planning efforts in the KZN SAPS?

To what extent does work progression influence employees' performance in the KZN SAPS?

What role do line managers or supervisors play in employees' personal motivation at work?

What role does organisational culture play in succession planning?

1.4 THE CHAPTER STRUCTURE

It might be expected that a brief literature overview and methodology be presented here. The researcher has deliberately omitted these two components, to minimize repetition. A detailed literature review is presented in the next chapter; and the methodology is presented in chapter 3. A qualitative design was used in this study.

1.5 STUDY LAYOUT

The following layout is proposed for the mini-dissertation.

Chapter 1: Orientation

The reasoning for the research is addressed in this chapter, thus describing the research issue and the research questions.

Chapter 2: A review of the related literature

The literature review is covered in this chapter and presents the theoretical foundations of the research, such as the value of succession planning, variables that can be used to assess employee motivation, as well as the relationship between succession practices and what motivates employees.

Chapter 3: The Research Methodology

The research philosophy and the method of the analysis answer the primary research question and the sub-questions in this chapter. In addition, to assist in the analysis of the data collected

for the duration of the study, the strategy selected is specified. The measures used for the sample group should also be illustrated, and the reasons for the methodological choice will be given.

Chapter 4: Results and Data Analysis

In this chapter, in an attempt to answer the key and sub-research questions, the data obtained through the management of interviews is analysed. In addition, the results of the data obtained during the Police Act and Public Act staff interviews within the SAPS are analysed in depth.

Chapter 5: Recommendations and Conclusion

Finally, in an effort to draw conclusions and include detailed guidelines to respond to the research questions, this chapter provides a review of the results analysed in chapter 4.



CHAPTER 2: A REVIEW OF THE RELATED LITERATURE

2.1 INTRODUCTION

The literature review and the theoretical basis of the research are discussed in this chapter. Topics discussed include: succession-planning activities, talent management, employee engagement factors and the relationship between succession-planning practices and the motivation of employees. From articles, reference books, working papers and studies, the literature has been reviewed.

2.2 THE NATURE AND SCOPE OF SUCCESSION PLANNING

According to Taylor (2013 p16-17), "the most ideal approach to pass the cudgel easily, is to pick replacements cautiously and groom them together over an all-inclusive timeframe, which means years". Taylor (2013) continues by communicating that the path into a productive advancement includes adequate time and obligation, bit by bit, as well as reliability. For example, succession planning may be accomplished in the public sector by picking out highly effective workers from a pool of employees; as passing the club is more direct and complex when achieved after some time as opposed to doing so within a short period of time.

Hampel, Procter and Deuter, (2010) describe succession planning, as a technique for dealing with the present and the future; while at the same time tending to individual and institutional placing and advancement needs. They contend that collegial help, profession arranging and improvement, information trade, data exchange and coaching, set up workers to grasp new challenges and to create significant profession-enhancing plans.

As indicated by Hampel, et al., (2010), succession planning is, therefore, a means through which establishments can communicate their strategic reason in the form of management improvement and changes. Harter, Schmidt and Hayes (2002) contend that succession-making arrangements comprise more than just filling a position in the future. They include an organized procedure of distinguishing key positions and their essential capabilities and abilities; settling on potential interior up-and-comers; focusing on progress and following the competitors; choosing a replacement and ensuring that there is a devolution of assets. Moreover, succession planning provides an inexpensive way of financing, as a risk-management approach for deliberate change; it demonstrates the incredible stewardship of scarce resources; and it

improves enlistment and maintenance, confirming that people are a benefit and essential to the achievement of an organisation (Harter, Schmidt, & Hayes, 2002).

Hampel, et al., (2010), argue that the goal of succession planning is institutional coherence to ensure certain key issues and efficient viability and to differentiate the need to build another culture, one that integrates a competent turn of events and ensures progress. In any case, threats to continuity cannot consistently be normal; as it requires a 'call for estimating' what is fundamental to setting up the organisation for that which is to come.

In addition, the authors recognize that succession planning will reflect the unconventionality of take-off (illness, loss of life and alternative possibilities) and thus there is no traditional timeframe for progression to take place. In the institutional culture, succession planning should henceforth be installed, making it a clear institutional approach, with various time scales and directions towards a cycle of development. (Hampel et al., 2010).

As indicated by Kochanowski (2011), the public service group of workers at all stages is anticipated to shrivel prominently over the acorganisationing 10 years; that is predominantly because of the retirement of the Baby Boomers. He contends that a decrease in income will make the workforce search for business somewhere else and to move men to these more lucrative jobs. Kochanowski (2011) alluded to Kleeman (2010) in naming this, as the psyche channel, or in a more prominent doomsayer style, a surge. The outpouring of public personnel is confounded by utilizing the past endeavours of government organisations and offices to lessen the magnitude of the public service. A few components have worsened the channel of information: middle control positions have been left empty and; various occupations have been cut because of privatization, or the re-appropriation of capacities and techniques, and significantly less being spent on the preparation and the improvement of those employees that remain.

2.3 SUCCESSION PLANNING IN PUBLIC INSTITUTIONS

There are two key differences in succession planning programs between authorities and different entities. The one difference is that a few legislative entities consume structures of civil service that prohibit (by law) the identification of individuals without searching for competitive activity positions (Rothwell, 2011). This approach suggests that it might not be feasible to recognize singular successors ahead of time (Rothwell, 2011). The subsequent distinction has

to do with who might be viewed as the key clients of the exercise. In business, the CEO plays the absolute significant client job; yet in some legislative entities, the office chief is a governmental deputy, who meets the criteria of a chosen official.

According to Rothwell, (2011), it is apparent that distinguishing successors ahead of time is not viable for government entities; since when one glances at South Africa, the President of the nation delegates' bureaucratic authorities, to lead the diverse government divisions.

A minister and a deputy minister serve as selected; and it does not imply that the delegate will naturally succeed the minister. Because of this test, government employees are viewed as the most significant proprietors of the succession-planning process; since they don't change with each political decision. Yet, the circumstance is exceptional when another legislature is sworn into power; the new organisation adopts new approaches and procedures to defuse the old framework. All things considered; succession planning is largely neglected. It consequently shows that there are no legitimate progressive designs in government offices.

Kochanowski (2011) looks at the mechanisms for succession planning affecting the general population and the private sector. One has shown that a strategy for a private sector human-capital enterprise is a succession planning and talent management course of action. When applied to the public service, the applications for succession planning, or the need to fill unoccupied roles by creating individuals who are encouraging talent management or seeing and helping workers for upward versatility, are different.

Kleeman et al., (2001) explains that comprehension of collective bargaining involves postings and advancement testing; and they cautiously restrict the demonstration of preferences for a role to any individual, even though their capabilities and skills may be improved. In public organisations, the course of action of the arrangement of senior administration leaves limited motivation for those citizens to contribute to talent formation. In public sector establishments, private division models for progression preparation and talent management require direct relevance. In the public sphere, progression planning models are scarce; and eight to ten years earlier, they focus on work plans for the workforce (Kochanowski, 2011).

2.4 INTERNAL SOURCING IN SUCCESSION PLANNING

Since succession planning entails passing on obligations, as opposed to simply filling an opening, whenever the situation allows, future leaders ought to be developed inside the organisation (Collins, 2016).

The best way to have a dependable progression plan is to delineate to the accessible internal talent, and recognize the gaps in these people, and structure and implement advancement plans to improve the identified inadequacies (Larcker & Saslow, 2014). Effective succession planning, accordingly, ought to be a program of internal ability identification, trailed by advancement and the board of chosen people for each assigned region of duty. A fruitful succession plan centres on improving the leadership abilities of future leaders.

To make such an arrangement, the kinds of leader an organisation needs should be recognized, and their jobs must be clearly depicted. A comprehension of successful leaders incorporates the specialized information on the leader, how the leader demonstrates with others, and close information is required on the exercises that fill the pioneer's schedule. A sound succession plan must incorporate an appraisal of the potential leader's degree of interest (Larcker & Saslow, 2014). Once a candidate is identified the group must at that point put resources into supplemental training for the potential leader that incorporates tutoring, training, organized socialization, 360-degree input, formative stretch assignments, job rotation and a proper training program (Garman & Tyler, 2002). This preparation is important to ensure effective succession. Factors that influence succession planning is discussed next.

2.5 FACTORS THAT INFLUENCE SUCCESSION PLANNING

The focus of succession planning is how organisations can successfully recognize, improve and promote employees into vital roles, in order to safeguard business continuity. However, there are many factors that can be considered to influence organisations to establish succession planning. Some factors that can help with the outcome of succession planning are as follows:

Human-Resource Planning: This is the procedure whereby the human asset prerequisites of an organisation are distinguished; and how those necessities are dealt with (Bulla & Scott, 1994). Organisations need to showcase themselves to potential workers, similarly as they do to their clients. They must present the organisation, as if it is the best work environment. Human assets do not just attract the ideal individuals to the organisation; but additionally, they should

ensure that skilled employees do not leave. Expert organisational knowledge that ensures that the creation of value and increasing high ground over organisations are significant perspectives to be considered in human-resource planning (D'souza, 2000).

Performance Management: Cascio (2016) and Cascio (2015) characterize performance as working effectiveness, that is, the means whereby employees carry out their responsibility and how effectively they can do so. Successful performance management can guarantee the achievement of business goals, while ensuring that workers are performing optimally (Armstrong, 2009). Staff ought to be permitted to communicate their desire on the most proficient method, in order to advance there. A great performance-evaluation framework improves the ability of the staff.

Career management involves recruiting of employees, growth of employees, special tasks, lateral movements, and places of development and support for employees who need to be generated (Armstrong, 2009). Many career executive practices are available, such as coaching and tutoring, performance management, professional advice and succession planning. Walker (1980) notes that cash is never again the primary motivator as a person becomes more developed. Furthermore, instances of career management in organisations incorporate authoritative definitive career pathways and movement, development career preparation, computer-assisted career management, resources for training and advancement. Kanard (1988) maintains that it is essential to have a career plan for the employees. Career paths ought to comprise four essential procedures: movement, adaptability, organisational necessities and explicit aptitude, such as information and educational training.

Talent management: Armstrong (2009) states that talent management is the creating, recruiting and positioning of capable individuals in an organisation. Story (2007) adds that talent management has not only one meaning, but also multiple interpretations – both in practice and from a theoretical point of view. There is more to talent management than simply distinguishing, creating, and enlisting and the placing of skilled individuals in an organisation. Talent management can likewise oversee succession planning by guaranteeing that skilled workers are going in the right direction.

Management involvement: Employees ought to be dealt with more as accomplices than as mere labourers of an organisation. This builds their motivation. The fundamental design is to make an organisational atmosphere encourage dialogue among the directors and their juniors

(Armstrong, 2009). There ought to be an open free stream of communication around the organisation, in order to maintain a strategic distance from any obstructions or blockages.

It is precisely because of the constant global labour changes and the above aspects that it is important to understand the importance of succession planning.

2.6 THE IMPORTANCE OF SUCCESSION PLANNING

Various trends are taking place globally, such as, for example: innovation, changing immigration laws and the globalization of production are changing the way organisations conduct their activities (Hills, 2009). The changing socioeconomics of the world, as well as the deregulation of immigration rules are intensifying the loss of key staff in many organisations. When key staff leave or resign, this becomes an opportunity to replace the key staff; especially when the organisation has no contingency measures (Hills, 2009).

This creates the need for succession planning. Today, a couple of variables, for example, the capacity to distinguish and create potential and forthcoming future pioneers, are adding to the difficulties faced by organisations with regard to accomplishing and supporting breakthrough results.

An intriguing perception that has been noted by academics and researchers is that many of the CEOs in most developed countries will be retiring/ resigning and these experienced people need replacements (Mattone, 2013). This is impossible to miss in developing countries; but even in developed countries, senior officials resign and leave the organisation, or they die (Mattone, 2013). Succession planning is essential to cope with the loss of any key staff. Hollenbeck, Noe, and Gerhart, (2018) explain that there are different ways that succession planning can play in the powerful and proficient administration of an organisation. Some of these are as follows:

- It requires senior administration to methodically survey leadership talent in the organisation;
- It ensures that top-level administrative talent is readily available;
- It also ensures that organisations avoid the untimely promotion of employees who are not prepared for top administrative positions; since this helps organisations to discover talent for the present and future needs.

Organisations without succession plans must choose the option to respond to the inescapable misfortunes they experience with frenzy and reactivity, which brings about incapable succession choices (Noe, Hollenbeck, Gerhart, & Wright, 2015). This could be a test at KZN SAPS. By conducting this investigation, it implies that a gap has been recognised; which ought to be attended to. When organisations' top management consider succession planning, what frequently rings a bell is the huge partnerships in the revenue-driven area (Mattone, 2013). Succession planning, whenever institutionalized, can ensure that the organisation becomes more grounded and successful in having an effect on the communities with which it works.

Organisations regularly abstain from training staff with the intention of preventing employees from leaving the organisation for better opportunities; however, developing staff skills is not a misfortune when employees leave (Rothwell, 2011). There is a need for organisations to implement succession planning, thereby preparing staff to reinforce the need to enhance the effect on the individuals and communities they serve (Rothwell & William, 2010).

Considering the benefits to employees, it's easy to assume staff will just fall in line and happily participate in succession. For many employees, however, succession planning can mean significant change. Sudden change without enough context would be concerning to any employee, leading to hesitation or mistrust of the process. When introducing a new plan, oftentimes, not enough time is spent directly involving employees in succession, and the value of gaining employee support for succession is lost (SIGMA, 2020).

As part of succession planning efforts, organisations are utilising job rotation and promotion to train, develop and retain employees. Lateral transfers enable managers to ascertain and assess employees' capabilities and core competences, thus the beginning of promotion efforts. This is achieved through the use of performance appraisals (Lowan & Chisoro, 2016). Managers will be better positioned to understand their subordinates weaknesses or strengths, whilst employees will have an opportunity to understand their managers' expectations (Lowan & Chisoro, 2016).

2.7 EXECUTING SUCCESSION PLANNING

A renowned "Seven-Pointed Star Model has been developed by Rothwell (2011) that can be used by businesses in implementing a succession planning framework. He clarified that the model is used in two ways. Firstly, when designing a job category for their workers, executives

should use this model as a reference, and this is also known as workforce planning. An overview of the organisation's principles, cultural expectations and their strategic criteria will be needed for a rational method of implementing such a procedure. In addition companies may use this method to form part of and maintain, the building blocks of their succession planning.

As an outline for the implementation of the method, the following steps can be used (Rothwell, 2011):



1. Make the commitment

Inside the organisation, the directors and final decision-makers should commit themselves to a comprehensive succession plan.

2. Assess the present work/people requirements

The second step is for managers to research the work requirements expected in key roles, since this is the only way to plan and train individuals. In addition, administrators should be able to define where there are significant leadership roles within the organisation, enabling several approaches that can be used to assess competency criteria to be used.

3. Appraise individual performance

In this next step, it is important to evaluate individuals for how they perform their job; because under any succession program, workers should already perform above and beyond the requirements of their current position in order to become eligible for promotion. For this purpose, the organisation should start drawing up a list of talented people's names, as this will help to build a current and well-defined list of human capital.

4. Assess the future work/people requirements

Competency criteria need to be identified for prospective workers to obtain key positions.

This can be achieved by reviewing and determining by executives about what should form part of work requirements and competencies. This will encourage potential leaders to be exposed to different difficult situations and to be able to handle those changes.

5. Assess individual potential

This phase assesses whether people in the organisation comply with their planned criteria for work. This can be assessed by generating a process that would determine such progress; and the previous or current performance evaluation of an employee does not cloud this.

6. Close the development gap

In this phase, an ongoing curriculum needs to be developed internally that will build and grow future leaders. This will create a room where the executives and decision-makers of the organisation could look for new solutions, beyond the obsolete methods of promotion.

7. Evaluate the succession-planning program

Finally, to track progress in the succession program, it must be subject to periodic inspections in order to ensure that the program is working effectively. To refine and sustain the succession-planning method, the findings and analyses should eventually be used.

2.8 THE TALENT-MANAGEMENT STRATEGY IN SUCCESSION PROCESSES

Talent management includes organisations' attempts to identify, develop, and transfer employees and leaders forward to facilitate key talent retention (Gay & Sims, 2006; Lockwood, 2006). The management of talent is an integral part of succession planning and management. The research led by the Society for Human-Resource Management found that talent management was deemed a top priority in today's organisational strategies by 76 percent of participants (Fegley, 2006).

Since businesses will progressively be confronted with deficiencies of ability; and they will think that it's difficult to hold the current stock, they should adopt policies and methods for prior identification and proof of the retention of high-potential talent (Rothwell, Jackson, Knight, & Lindholm, 2005). The enormous retirements of baby boomers, the potential turnover of the workforce for various reasons, and the competitive retention schemes of different organisations can exacerbate talent shortages and thus force employees to think about other ways to retain their own talent effectively (Krauss, 2008).

In addition, talent management is motivated by a desire to increase competitive advantage; and it is a technique to resolve the global skills shortage approaching (Lockwood, 2006). The Mercer Snapshot Survey (2005) argued that cultivating talent from within should be an important organisational focal point; and in fact, most organisations are increasingly becoming concerned with this issue (Lockwood, 2006).

For most companies, however, satisfying and maintaining the right talent poses a major challenge (Krauss, 2008). According to Loftus (2007), four basic organisational capabilities are needed for fruitful talent management strategies: (1) adapting the workforce to the organisational strategy; (2) attracting, developing and retaining key talent; (3) minimizing the loss of imperative skills; and (4) challenging the organisation's process to strengthen its adaptability. Furthermore, for each main job position, talent pools must be sorted out, as each has unique criteria (Rothwell et al., 2005). This underlines the fact that each level or place of leadership needs its own progressive strategy (Sobol, Harkins, & Conley, 2007).

2.8.1 Talent Management and Organisational Performance

Even though the subject of talent management is occasionally talked about, there are to date only a few observational investigations that break down the impact of talent management in organisational performance. These investigations are generally transposable (Huselid, & Becker, 1998; Ringo, Schweyer, DeMarco, Jones, & Lesser, 2008); yet others centre around explicit sections or unequivocal sample groups for example (DiRomualdo, Joyce, & Bression, 2009; Gandossy, Robert. & Verma, 2006; Joyce, Herreman, & Kelly, 2007); or they are based on the relevant examinations (Tansley et al., 2007; Yapp, 2009). Strikingly, most examinations are predicated on online surveys (Axelrod, Handfield-Jones, & Welsh, 2001; Guthridge & Komm, 2008; Ringo et al., 2008).

In this way, a positive correlation between talent management and organisational success has been consistently established by past studies. Taking all into account; difficulties arise in evaluating the influence of talent management methodologies on definitive execution; as it is possible to represent organisational success in a variety of ways. This is for example, since efficiency, depending on the organisational structure and the size of it is related to different metrics and goals. (Richard, Devinney, Yip, & Johnson, 2009).

In the light of stakeholders' different understanding of "good performance" (Adrien, Anderson, Garden, Lusthaus, & Montalban, 2002), this is particularly true. In this study, organisational performance is appreciated as a multi-dimensional structure, thereby suggesting three sorts of estimation for organisational performance, as suggested by Dyer and Reeves (1995).

As such, organisational success is a combination of: (1) cash-related results (e.g., organisational profit or market value); (2) hierarchical results (e.g., efficiency or customer loyalty); and (3) outcomes of human resources (e.g., job satisfaction or duty).

2.8.2 Talent Management to Support the Corporate Strategy

Talent-management practices lined up with corporate strategy lead to higher human asset results, such as better performance motivation and higher levels of responsibility.

Right now, talent management is best comprehended as the entirety of activities required to help the corporate strategy to effectively extend their business activities (Boxall & Purcell, 2011; Castañeda, 2010; Huselid & Becker, 1998; Schuler, Jackson, & Tarique, 2011). There is some help for the concept that those organisations, with a solid connection between talent-

management practices and corporate procedure report higher (money-related) performance results (Huselid, Mark., 1995; Joyce et al., 2007; Tansley et al., 2007).

In addition, if companies prioritize one critical target rather than other priorities, needs may be settled at the organisational level, and workers who are on the front line never decide them again (Lipsky, 2010). The aggregate of operations is thus purpose-centred, on one higher corporate goal; and the impact on monetary and organisational outcomes is greater. Moreover, if talent management is perceived and acknowledged, as a major aspect of a corporate methodology, an organisation wide talent mentality can be actualized; and additionally, talents can be acknowledged; and thereby, have higher inspiration and more grounded responsibility (Cohn, Khurana, & Reeves, 2005).

2.8.3 Talent Management to enable Succession Planning

A talent-management strategy feasibly influencing corporate progression planning prompts greater human asset results; for instance, performance inspiration, work quality and trust in leaders.

The use of talent management reduces the time spent securing representatives and specialists for replacements. This is at that specific point in time, meeting the requirement for the perfect people with the right qualifications, when they are needed, either by internal substitutions or by applicants from outside the organisation. (Cappelli, 2008; Hills, 2009). A constructive internal progress planning, as shown by previous investigations, decreases trade costs and therefore, increases corporate advantage (Sebald, Enneking, & Wöltje, 2005; Stein & Bechtel, 2006; Steinweg, 2011).

In addition, a predictable progression can reduce information loss and improve the quality of work. Knowledge and procedures, for instance, can be moved personally (Conway, 2007). In addition, because customer loyalty is motivated by work quality, regardless of different things, this system encourages the creation of consumer loyalty (Evans & Jack, 2003).

Thus, as demonstrated by the expectation speculation of (Vroom, 1964), this strategy convinces the talent to show up undeniably more noticeably in exposing their ability to stay motivated, given that the ensured succession is a result of individual needs (valences).

2.8.4 Talent Management to Attract and Retain Talent

Employee retention talent management creates higher human-asset outcomes, such as career satisfaction, engagement and transparency, and increases work efficiency and capacity.

Talent Management practices ensure that the ideal individuals would seek to join the organisation and thereby successfully bring new, talented employees into the organisation. Also, capable employees are distinguished and esteemed; while motivating forces exist to hold them (Brundage & Koziel, 2010; Ringo et al., 2008). To draw in and hold talent, the organisation has to realize what their wants are to set the motivating force framework in accordance with their needs. In this way, their need for esteem is satisfied; and subsequently, the talented employees show higher employment satisfaction and better motivation (Maslow, 1954a; 1954b). Furthermore, talented employees are valued and held by projects existing inside the organisation; they get meaningful work combined with exceptional rewards.

As indicated by past studies, this gratefulness and acknowledgment prompts higher levels of responsibility and work fulfilment (Beechler & Woodward, 2009; DeConinck & Johnson, 2009). Furthermore, the nature of work should be upgraded through the utilization of this technique, bearing in mind that experience is the fundamental wellspring of learning (Kolb, 1984).

The more scattered gifts there are in an organisation, the higher the degree of organized explicit information and capability remain. Moreover, consumer loyalty is driven by work quality (Evans & Jack, 2003) and workers' duty (Reichheld, 1993), which is the reason this system generates more significant levels of consumer loyalty. Finally, since representative responsibility and consumer loyalty are fundamentally worthwhile benefit-chain components, this methodology upgrades corporate benefits (Reichheld, 1993).

2.8.5 Developing Talent

Higher human asset outcomes are achieved through talent management that focuses on generating employee growth, such as improved work quality and higher levels of ability; and employees display higher levels of job fulfilment, enthusiasm for success, responsibility and trust.

Employee growth needs are differentiated and addressed in a viable way, while professional options and paths are exposed. Therefore, skilled workers strive to improve the necessary skills of the organisation. (Ready & Conger, 2007; Ringo et al., 2008). According to the theory of the agency (Pratt and Zeckhauser, 1991), talent management is a procedure that can be used to guide the actions of employees to a direction that meets the needs of the organisation.

In addition, improving talent is an opportunity to meet individual needs and to follow the vision of the organisation. This orderly interest in human capital not only aims at ensuring that employees need to be more exceptionally qualified; but it also produces work of a higher quality; and it improves intellectual capital.

Since this is a part of an organisation's capital, the market estimation of an organisation likewise increases (Friederichs & Labes, 2006; Scholz, Stein, & Bechtel, 2006; Scholz, Christian, 2006). Moreover, given that more qualified workers are more productive, this strategy prompts higher organisational benefit (Axelrod et al., 2001; Lawler, 2008; Pfeffer, 1994). According to past studies, professional choices and progress are significantly important in the motivation of talent, work satisfaction and commitment (Bartlett, 2001; Ellickson & Logsdon, 2001; Gandossy, Robert & Kao, 2004; McGrath, 2008).

This emerges on the grounds that employees' abilities lean towards irrelevant pay issues, such as career perspectives and challenging work content (Butler & Waldroop, 2000; Gandossy, et al, 2004; Ready, Hill, & Conger, 2008). Therefore, organisations with this focus, enhance their attractiveness as a preferred employer by effectively imparting this talent-management strategy.

The next section discusses motivation. This is in line with one of the study' research question, which sorts to find out the role of succession planning on motivation of employees, specifically the role of line managers in motivating staff.

2.9 EFFECT OF SUCCESSION PLANNING ON MOTIVATION

According to (Inc., 2018), when a succession plan is implemented, it fosters a culture of internal promotion, development and career opportunities. This encourages employees to stay motivated and loyal towards the employer. Positive outlook towards their work, job role and the organization keeps them retained for a longer term.

Succession planning has the potential to benefit multiple stakeholders within an organization. A company gains a valuable tool to prepare for the future, the board will have increased confidence in the leadership of the organization, and the CEO will feel prepared knowing their position is covered in case of emergency. But when creating a succession plan, one cannot overlook the benefits this process can have on an organisation's largest stakeholder group: the employees (SIGMA, 2020).

First, succession aims to develop employees for future opportunities, and that means focusing attention and training on staff. Next, a good succession plan provides transparency, which helps employees understand the path toward promotion and greater responsibility. It gives individuals a benchmark for self-improvement, and makes clear their opportunities for growth and development. Finally, a good succession process is a tool to guide developmental conversations between employees and leaders (SIGMA, 2020).

2.10 DEFINING MOTIVATION

There are numerous approaches to motivate employees in the present workplace. Focusing on certain definitions that are consistent with the workplace is fundamental. In order to motivate them to inspire their workers, managers need to understand precisely what motivation is. Motivation is a term derived from the motive of the word. "The word motive can be described as "something that causes an individual to act," according to Rayner and Morgan (2018). Therefore, motivation is described as the act of providing a motive that causes someone to act" (Rayner & Morgan, 2018 p26). Although motivation allows others to act, this will suggest that it is at the discretion of the other person, whether or not they are genuinely motivated. Rayner & Morgan (2018) clarify that variables such as the personality and life events of a person will decide whether or not such an individual will be motivated.

Organisations have been utilizing various techniques and approaches to improve employees' inspiration. The best spark for an employee's motivation is something that is doubtless significant in their lives. Utilizing suitable motivation techniques can help to increase the degree of self-fulfilment.

As indicated by the Society for Human-Resource Management (2010), the sense of motivation is generally defined as the mental forces that determine the degree of effort of the person, just as the determination of an individual when faced with resistance.

Ozgun (2011) notes that it is possible to comprehensively arrange motivation theories into two alternative groups, explicitly material and procedural theories. In this case, material theories deal with what "encourages people who for example, are concerned with individual needs and aspirations, as advocated by (Maslow's, 1943)- Hierarchy of needs, (Alderfer, 1969) – the ERG theory, (Herzberg, Mausner, & Snyderman, 1959) – the Two-factor Theory and (McClelland David, 1961) – the need theory for achievement. Then as suggested by (Vroom, 1964) – Expectancy theory, (Porter & Lawler, 1968) - Goal Theory, (Adams, 1963) - Equity Theory and (Locke, Cartledge, & Koeppel, 1968) – Goal-Setting Theory, procedural theories handle the "process of motivation and are concerned with how" motivation occurs.

Contemporary motivation theories integrate Covington's (1992) theory of self-worth, which argues that people are accepted to be mainly motivated by the desire to see themselves as competent. Below, a concise description of these hypotheses is presented.

2.11 AN OVERVIEW OF MOTIVATIONAL THEORIES

Maslow's hierarchy of needs may be the most common of these theories. First it will be addressed.

2.11.1 Maslow's Hierarchy of Needs

As indicated by Smith and Cronje (1992), the way Maslow's theory is explained depends on the fact that individuals want to increase that which they want to achieve during their lifetime and their needs are arranged according to their value. The material theories of job fulfilment rotate around the needs of the workers and the elements that offer them a sensible degree of fulfilment away from Maslow's chain of command of necessities (Saif, Nawaz, Jan, & Khan, 2012). In view of people's fundamental physical, natural, social and mental needs, Maslow conceived a five-stage theory that places the individual's requirements in separate groups and organizes their stages of achievement. Such groups, ordered by decreasing need are:

- Physiological necessities (nutrition, cover, clothing);
- Welfare and protection requires physical insurance);
- Social needs (connections with others);
- Requirements of respect (acceptance of approval by others and

Self-actualisation requires (the longing for success, or the need to leave behind a legacy).

The hierarchy of needs of Maslow forms the premise of theories which try to explain the fulfilment of work. Police officers, like all citizens, have desires that must be met. They also need the respect and gratitude of the communities they represent and that of the management in which they live, other than the necessary requirements for food, shelter and clothing, well-being from physical, damage, and social contact.

The ERG theory of Alderfer is identified with the hierarchy of needs of Maslow; but it reduces the five classifications of a need to three by Maslow; to be precise, connectedness (esteem/social needs), then creation (self-actualization) and finally life (security/physiological necessities).

2.11.2 Herzberg's Two-Factor Theory/Motivator-Hygiene

The two-factor theory of Herzberg, otherwise known as Motivator-Hygiene, came from a study led by accountants and engineers to find out what causes a person to feel lucky or unfortunate about their work. (Saif et al., 2012). With regard to 'satisfiers,' Herzberg found that there were five work highlights that realize fulfilment, and these are specifically achievement, appreciation, the job itself, transparency and development. Herzberg distinguished institutional government challenges, the management strategy, supervision, compensation, ties at work and working conditions at the other end of the continuum, as factors that could dampen the excitement of employees. Golshan, Kaswuri, Aghashahi, Amin, & Wan Ismail (2011) maintain that organisations are increasingly applying Herzberg's theory to create opportunities for "self-improvement, enhancement and acknowledgment" among their workers.

Employees should be promoted in the wake of completing those phases of their career; and they should be honoured for unique achievements, such as when they deliver impressive results in their branches of expertise. And at a more specific level, the responsibility for determining how to deal with tasks that identify with their jobs should also be granted to them. A lot of research has been taken from the Two-factor Theory. Golshan, et al., (2011) draws attention to the fact that it fails to consider physical and mental perspectives and to explain precisely what motivators are and how they contrast with hygienic factors; it also fails to convey as a metric, as opposed to simply using percentages, the degrees of satisfaction and dissatisfaction. Another

analysis against it is that it makes assumptions that someone in a comparable situation will react similarly (Golshan et al., 2011).

2.11.3 McGregor's X and Y Theories

McGregor's (1960) theory X and Y models sort employees as belonging in one of two groups, dependent on two sets of assumptions. Theory X assumptions take an adverse point of view of individuals: People can have "an inborn dislike for work and evade it if possible; along these lines, they should be forced, controlled, guided and threatened with discipline to make them work. They want to be co-ordinated, stay away from responsibility, have little aspiration; but they need security" (Saif et al., 2012 p1382)

Theory Y assumptions take the opposite view: employees or individuals should exercise vigilance and restraint in order to achieve their objectives; however the motivation to concentrate on targets in their desire is subject to how enormous the incentives are as assigned to that form of achievement. Individuals should adapt to quest for accountability under typical circumstances and not just embrace it (Saif et al., 2012).

Applying these assumptions to SAPS, it could be claimed that two of the key causes of employee disappointment are the management of problem workers and rigid and disrespectful management, such as a manager who is coercive and does not welcome employees' efforts, or an overly directive manager who never appoints or encourages employees to make independent choices. A supportive boss, on the other hand, may be a source of job satisfaction for some employees (Alavi & Askaripur, 2003).

2.11.4 McClelland's Need-Achievement Theory

"The need-achievement theory of McClelland hypothesizes that a few individuals are motivated to achieve success by searching for "individual achievement rather than incentives themselves" (Saif et al., 2012 p1383). This theory relates to corporate situations and clarifies why a few workers are highly efficient. They set themselves important expectations, considering the troubles they face; and the thing that drives them is to achieve these goals.

2.11.5 The Equity Theory

Instead of ‘what’ induces motivation, process theories explain ‘how’ happiness comes to fruition. The theory of equity hypothesizes that employees will weigh their contribution to a job against the output they receive from it. This echoes the views of Naveed, Ahmad, & Bushra, (2011), who argue that the importance of job satisfaction is the difference between worker input and job output. Employees who see that they get more production from their jobs than what they put into them will experience job satisfaction with regard to theory. (Naveed, et al., 2011). Additionally, certain aspects of the work itself form how an individual perceives it. Tasks that are explained bring a greater job satisfaction; since a clear job description breeds a work force that is cheerful, dedicated; and one which shows a lot of involvement in the work that is done.

In order to be relevant to the assortment of skills involved in a task, the essence and essentialness of the task, self-governance, and criticism, authors have identified five important occupational attributes that rely on an employee's mental state and affect their inspiration and job satisfaction, just as their levels of absenteeism do. Staff equate their input-outcome ratio with that of various employees, and workers will experience satisfaction when it is considered to be fair (Robbins & Judge, 2013).

In the other hand, they become dissatisfied and somewhat less motivated if workers see a difference in their input-outcome ratio compared with different employees.

2.11.6 Vroom's Expectancy Theory

The anticipation hypothesis of Vroom specifies that behaviour is a result of decisions taken in order to be coordinated. The idea is to assess employee happiness and break-point frustration. The input is determined by variables, for example, character and aptitudes (Wagner, & Hollenburg, 2007). This theory further explains that presentation, motivation, and effort are part of the inspiration of a person and influences affirm this such as valence, instrumentality, and anticipation. The higher the work commitment relates to better results.

2.11.7 Porter-Lawler Model

This is a detailed and increasingly total inspiration theory, which is thorough from multiple points of view. This model will provide broad details of the relationship that occurs between job execution and the views that the administrators reflect. In addition, the model discusses human behavioural assumptions. . The conclusions of the model accept that individual conduct is influenced by both internal and external components, as well as the goal; and they make choices about their conduct; while they have different objectives, needs and wants. Finally, individuals settle on elective practices (Wagner, & Hollenburg, 2007).

2.12 STRATEGIES FOR MOTIVATING EMPLOYEES

Employees are known to be mainly driven by noticeable benefits, such as wage progression and promotions, but some may be motivated by intangible variables, such as contributing to corporate social programs or even obtaining mentoring (Ganta, 2014). Not only does this lead to the mindset of the employee, but it can also be impacted by the manager's dedication to the individual. One of the tasks of managers that should be prioritized in the organisation is to build an atmosphere that encourages workers to feel appreciated and to achieve their organisational and personal objectives (Ganta, 2014). Such strategies are there, in order to increase the overall performance of the organisation.

2.12.1 Payment and Reward Practices

A study conducted by Frye (2004) found that there were positive associations between incentives based on equity and an organisation's performance. He emphasized that any

organisation that is human-capital intensive would inevitably rely on incentives to attract and retain professional and experienced workers. For example, an organisation such as SAPS is seen to rely on intensive human resources, so such incentive practices can help to maintain qualified and knowledgeable employees. This is obviously incentive compensation programs where creative job characteristics such as 'flexible job design, employee engagement in problem-solving teams, training to offer different skills to staff, rigorous screening, and communication and job protection' have a positive impact on employee performance (Ahmad & Shahzad, 2011).

According to Huselid (1995), such reward practices statistically show that a major link exists between organisational and employee performance. Furthermore, research done by Teseema and Soeters (2016) shows that there have been positive reports on the relationship between reward practices and perceived employee performance. Therefore, it can be alleged that a correlation does in fact exist; however, this would need to be tested and confirmed among the employees of the SAPS.

2.12.2 Performance-Appraisal Practices

The use of a performance-appraisal practice embodies a mechanism in which workers are tracked and used as a management tool by their managers in order, where possible, to keep track of and change their performance (Paul & McNall, 2016). The performance of employees and the oversight of managers must be properly communicated, as this provides a forum for increased work satisfaction and professional commitment among employees (Benson & Brown, 2011). With activities such as receiving formal training and incentive pay that influence workers to be more effective, performance evaluations can be strengthened.

2.12.3 Training and Development

Armstrong (2009, p26) defined training as “the planned and systematic shaping of behaviour through learning events, programmes and instruction, which should enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively”. It will largely depend on whether there are existing or new workers needing training for employees to be judged on the training they have received, or whether there is a need for them to be qualified (Armstrong, 2009).

Mirsepasi, Faghihi and Babaei (2013) clarify that it is important for organisations operating in both the public and private sectors to grow human capital, as this not only impacts the economy, but also extends the knowledge base on a global scale. Rothwell (2005) also adds that during the introduction of a framework, such as succession planning, in order to successfully perform their new positions/roles, internal workers should be provided with training that will provide them with new skills and information. The need to integrate training and development into the strategic priorities of an organisation is therefore pivotal. This allows for the proper handling of pressing problems, such as skill shortages and money (Rajasekar & Khan, 2013).

2.13 THE IMPORTANCE OF MOTIVATION IN THE WORKPLACE

With a drive and the need to work and achieve results, motivation will radiate from within an employee. In order to lift his emotions to succeed, this kind of motivation (intrinsic) is self-propelled by an employee. Be it as it may, an external influence may be used for example, in outward motivation (extrinsic), to support the confidence and willingness of the employee to work. (Harter et al., 2002). In a typical case, employees work in return for pay; and however far they go would depend on how motivated they are.

Employees want to win, as suggested by Perry and Hondeghem (2008), and the organisation should provide different forms of customer service, with the suggestion that performing well is a sufficient motivating factor. In addition to remuneration, there are various external factors, such as work promotion, job security, pay rise, which can give sense to the morale of employees. In this way, they can continue focusing on methods that will help to encourage workers in order for companies to sustain current and retain their employees. Motivated workers have a sense of having a role in the organisation and dedication; and so they can make a good effort to be responsible for the consequences of their job consistently. Motivation has an influence on employees as people, to do their job and to have the potential to be imaginative, so they have confidence in themselves that will help the organisation (Yang & Jiang, 2010). Management will have the chance to take care of more important concerns, as their empowered employees would create teams that can assist with job monitoring and development.

A succession plan not only prompts cost-effective work filling for key jobs; but in addition, it upholds the maintenance of top talent. At the point when a succession plan is executed, it

encourages a culture of inward advancement, improvement and further career opportunities. This encourages workers to remain motivated and loyal to the business. A positive attitude towards their work, their job and the association keeps them loyal for longer.

As indicated by Barkhuizen (2014), the authoritative arrangements and expert criteria that foster receptivity and openness are one of the relevant points of view to be utilized for the development of public sector HRM. The following segments concentrate on different regulations, content structures and processes related to talent management and public sector professionalization and the educational context.

2.14 POLICY AND REGULATORY FRAMEWORK

A number of legislative pieces pertaining to human resources (HR), human capital, retention, strategic planning and succession planning are discussed. This relates to the public service in general and the SAPS in particular.

2.14.1 White Paper on Human-Resource Management in the Public Service, 1997

The launch of the White Paper on Human-Resource Management in the Public Service (1997) articulated the need to move from the administration of the workforce to the management of human assets; and encouraged the enhancement of divisions and locale-explicit methodologies within the boundaries represented by national policies, in compliance with the principles of autonomy of management and the transition of power. The White Paper on Human-Resource Management promoted human-asset management as a core competency for all public service supervisors, and not simply the sole responsibility of specialists in the workforce.

In the new allocation, human asset experts will have "a fundamental errand to do in offering the competent guidance and advice of line managers and ensuring that human-asset processes and programs are focused on the basic goals of the organisation"(Gamedze, 2012, p 46).The move proposed through the White Paper on Human-Resource Management is predictable, with views held by various authorities in the context of Human-Resource Management (Gamedze, 2012).

As indicated by Lengnick-Hall (2003, p 53), "unless HRM is able to re-invent itself to embrace the challenges of the knowledge economy, it will become a constraining factor that undermines a firm's competitiveness, rather than being a crucial source of competitive advantage." In

addition, the Public Service Commission co-facilitated a meeting in April 2007 with the International Public Management Association for Human Resources (IPMA-HR) on 'Building Public Sector Human-Resource Capacity in a Developmental State.' The meeting stressed the need to move from staff management to management of human resources in the light of the fact that 'appropriate and strategic oversight of HR is the basis of the more systematic change needed in the public service.' (Ms Geraldine Fraser-Moleketi, at that point Minister for Public Service and Administration)

The advances and activities of the laid-out framework demonstrate that since its establishment in 1994, the legitimately chosen government has been pushing for enhanced adequacy, openness, representativeness and accountability of the public sector in South Africa. The general human-asset management system, which consolidates registration and selection, was revised - as set out in the Public Service Act, 1994 (as amended) and the Public Service Regulations, as set out in the Public Service Act, 1994 (as amended) - by the larger reform plan and the qualities and measures needed for the administration of public administration, which are outlined in Chapter 10 of the Constitution of the Republic of South Africa (RSA, 1996).

As is evident from the updated reports of the Public Service Commission (PSC) of South Africa, the use of the revamped human-asset management system has not been without its challenges. (Republic of South Africa (RSA), 2010)

The PSC study on the Evaluation of the State of Human-Resource Management in the Public Service (2010), found that the use of enrolment and determination methods and mechanisms in the Public Service was questionable, with various moves going from opposition to the scheme, charges of nepotism during enlistment, and selection processes and inconsistency in the implementation of administrative systems and approaches. The type and amount of objections and concerns raised by public service employees were also seen as obstacles to enlistment and selection. (Republic of South Africa (RSA), 2010).

As shown by the PSC Factsheet on Grievance Resolution for the Financial Year 2013/14 (2014), as at 31 March 2014, there were 1388 complaints from national and provincial workplaces relating to enlistment and selection point-by-point, a small decrease from the 1456 complaints filed at the end of March 2013. The Diagnostic Report (2011) made by the National Planning Commission regretted the lop-sidedness of performance in the Public Service on account of various segments, including incorrect staffing, aptitudes deficit in basic districts and

low staff morale (Republic of South Africa (RSA)., 2013). These figures are not different in 2020.

The Diagnostic Report found that the Public Service has not earned much recognition for gaining and promoting the skills needed to strengthen the Public Service movement for the citizens of this country, despite the country's praiseworthy administrative and strategic frameworks. The demonstrative report formed the reason behind the National Development Plan - 2030 (2011), which was grasped by the South African government, as a fundamental mechanism to handle all stakeholders on the main choices and moves that must be made to dispose of poverty and to minimize inequality. (Republic of South Africa (RSA), 2013).

The Public Service depends on its ability to play a vital role in the implementation of the National Development Program (NDP); because the achievement of the NDP is subject to an expression that is competent to perform a formative and transformative task, all things considered. The PSC urged a conference on "Building a Competent, Career-arranged and Skilled Public Service to assist a formative state in South Africa" as a duty for the use of the NDP (11-13 November 2014); to recognize the degree of issues that are central to the achievement of a capable and formative state. (South African Police Service (SAPS). 2014a).

The participants of the Conference considered the overall experiences of South Africa and other formative states in the areas of enlistment, development and professional pathing, performance management and preparation. Given that the Public Service is a work-escalated organisation and the best boss in South Africa, usually with 1.4 million workers, the centrality of the social event cannot be overstated. Without a doubt, it is a vital player in the NDP's execution. The size of the workforce indicates that the limit to be passed on by the public sector depends on the capability and duties of its workforce. This makes human-asset management procedures, including the arrangement of enrolment and selection forms, important.

According to the Labour Relations Act (1995) (South African Police Service (SAPS)., 1995), aligned with the government's reform agenda, it is a requirement for the Public Service to foster greater worker relations. The presentation would be improved precisely when workers are engaged, sensibly compensated and inspired; and as a rule, the profit levels would be extended.

These insights reinforce an observation that the most valuable asset in companies is HR or human capital, even though it is not called in any accounting report as such. There is no doubt that all aspects of the management of human-assets (HAM) are fundamental and vital (Gamedze, 2012). However, through a composed or unstructured enrolment and selection

process, the impetus behind the intent of passing into the Public Service and any open organisation is. As a consequence, enlistment and selection are two of HRM's most important components. In addition, in light of control and conflicts, the relationship between this aspect of HRM with employee productivity, organisational performance and budgetary roles of people makes enrolment and selection powerless.

2.14.2 Strategic Planning of the South African Police Service, 2014 to 2019

The Strategic Outcome-Oriented the 2014-2019 SAPS Strategic Plan specifically with goal number 3, which expresses that to obtain a proficient, powerful and formative-oriented public sector, the SAPS plans to become the Recruitment to Retirement strategy during this period (South African Police Service (SAPS)., 2014b).

The HR Plan for 2014-2016 is consolidated in the new strategic plan for SAPS. This shows that the SAPS is limited by a legitimate framework and a Medium-Term Expenditure Framework (MTEF) that gives the required legal condition within which the establishment must deal with its HR (South African Police Service (SAPS)., 2014b).

The Medium Term Personnel Framework (MTPF) conveys the basic needs to arrange the organisation towards a system for building a skilful, viable and capable division regarding SAPS's workers. It is believed that the MTPF will guarantee a logically reactive and strong philosophy concerning the administration of workers aligned to the prescriptions of proper succession planning (South African Police Service (SAPS), 2014b).

Downs (2012) states that public sector organisations ought to follow a joined system to make sure that skilled workers are drawn in and retained; a network culture is propelled; pioneers are incorporated; and information-management techniques are suitably chosen. The MTPF has six pillars, which comprise; (South African Police Service (SAPS), 2014b). Only three (3) of these pillars will be outlined and certain observations noted; as they relate to succession planning and motivation:

HR plan-to ensure that new entry-level workers are fruitfully, competent and financially planned, assessed and distributed to fulfil potential human resource requirements within, to the degree of unambiguous occupational necessities.

- In order to select the post level of jobs within the recommended configurations, the evaluation and auditing of all jobs should be motivated and finalized.

Jobs titles have to be completed, and it is important to consider a career-path charter.

HR Practices – to make sure sensible and fruitful strategies and systems for the selection, arrangement, advancement and deployment of labourers to deliver institutional issues and to ensure the success of the employees.

More thought should be given to dire occupations, likewise the wearing-out rate, as employees who are moving towards retirement age to ensure the establishment of adequate replacement techniques. There is no record or measure at present in the SAPS to perceive dire occupations.

- To ensure the exchanging of skills for suitable replacements, the development of a succession technique is crucial.

The Recruiting to Retirement strategy and a worker-retention program should be introduced.

- To ensure the desirability and support of employees and the enhancement of their performance by adequate wages, health and working environments, remuneration and conditions of administration should be decided.
- A retention policy should be executed to maintain unusual SAPS capabilities.

Human-Resource Development – to improve institutional reasonability, by developing the abilities and the personal details of the workers.

- The bursary spending plan should be expanded to motivate assistance and help the objective group of staff without a National Senior Credential.

Oakes and Galagan (2011) suggest such suggestions that would assist SAPS in achieving the previously stated goals:

- A cautious examination of skills and gap identification will be driven to ensure the development of skills in recognized fields.

In order to drive better coordinated effort over the workers and management of an organisation, access to rich worker data, including expertise, interests and new skills, such as capabilities and linguistic skills, is needed. In certain instances, the information remains at the base; nevertheless, the test is important to assess the reliability of the information.

2.14.3 Recruitment-to-Retirement Strategy

The recently referenced technique was compiled upon directions from the National Commissioner of SAPS, with the view to change and professionalize (South African Police Service (SAPS)., 2013). It focuses on changing the SAPS into a high-performing and capable organisation through the cross-examination of dire service conveyance, for instance, institutional culture and structure (South African Police Service (SAPS)., 2013). Human-asset management practices, such as, selection, advancement and preparing that influence changes in the SAPS will be checked on all together, for the association to transform into an employer of choice (South African Police Service (SAPS)., 2013).

The Recruitment-to-Retirement framework outlines the acorganisationing critical emphasis of engagement: to turn the SAPS into a high-performing competent police service; to improve HR viability and suitability for better execution; to ensure the rate of profitability of human capital spent; and to adjust the HR basic foundation through the progress of a modernized, viable, well-matched, integrated (South African Police Service (SAPS)., 2013). These objectives are subsequently discussed below (South African Police Service (SAPS)., 2013).

2.14.4 Retention of Talent and Succession Planning

As indicated by Koch, Richter and Schlosser, (2007, p448) “the loss of experienced workers affects others, as far as having increased remaining tasks at hand, decreased proficiency and assurance. It also has an effect on the organisation as far as interferences of service provision and advancement, troubles in finding qualified workers and disturbed institutional relations”. Holding talent through employee improvement and training is a crucial bit of the productive execution of a planned talent-management method (Singh, 2012; Wellins, Smith, & Erker, 2009). Employee development will build the assessment of the effectiveness and improved help conveyance of the organisation, the motivation and execution of labourers and the accomplishment of the overall vision of the organisation (South African Police Service (SAPS). 2015).

It is important to note that not using and improving the potential of employees through a planned HR system can be inspired by adverse recommendations (Van Dijk, 2008). Gratton and Ulrich (2009), suggest that companies should build employees in their own organisations with unusual abilities, and ensure that this exercise is not wasted by maintaining the talent and compensating these people accordingly. (Gratton & Ulrich, 2009).

Vermeulen, (2008, p26) shows that “establishments that exceed expectations in talent management guarantee open doors for development and advancement, teaching and tutoring, as well as career pathing to their workers.” Furthermore, institutions that can retain employees give an adaptable work environment and satisfying working conditions to the workers.

Vittee (2014, p8) supports Vermeulen's view and maintains that, “while providing competitive pay rates and benefits that can help, it was discovered that employees stay loyal when they know that their performance is precisely estimated, appropriately recognised and adequately remunerated; and that the lines of communication to supervisors are open and compelling.”

Dickinson (2014) concurs that the representatives also place the accentuation on the points of interest, for instance, crèches, canteens, exercise centres and versatile working hours. Moreover, workers need to feel that they are an integral piece of the organisation and the environment they long for is one of durable learning and open entryways for progression with respect to their vocations, and that succession planning is critical to them.

The absence of employees with reasonable skills and ability regarding service capacity limit is a key constrain, since worker confidence rots when ability is missing (Pillay, Subban, & Qwabe, 2008). Right now, there is no retention strategy for workers at the KwaZulu-Natal Provincial Head Quarters of SAPS, to guarantee the long-haul achievement of the organisation, improved execution and groundwork for advancement and administrative succession.

Progression planning is focused around how foundations understand, structure and turn people into key employees efficiently to ensure continued progress. In addition, succession planning assumes a job in the retention of staff and motivation of workers (Maurer & Weeks, 2013). Succession planning can form an essential part of the strategic planning and management procedure of any organisation (Stadler, 2011).

There is an indication of minimal experimental studies on how public sector establishments transfer expertise when succession planning does not occur, in view of the literature examined for this study. At present, there is no coordinated way for the SAPS to deal with succession planning; and that is possibly why, as seen in Chapter 1, SAPS loses a notable number of its most qualified resources.

2.14.5 Improve HR proficiency and adequacy for improved performance in SAPS

The main needs perceived under this objective are the enrolment of the right calibre of staff, which will lead to the SAPS' critical emphasis. (South African Police Service (SAPS). 2015). The key exercises to counter this need would be to develop an integrated enrolment technique for all SAPS segment levels and business characteristics; to develop a planned recruiting strategy and career-centred strategy to increase understanding of the more comprehensive SAPS scope of work for streamlined target enlistment; but perhaps The unmistakable proof and development of competency zones for each and every occupation-related classification is probably the most notable trend that should be sorted out.

Another key issue that needs developing under this objective is the upgrade of information, abilities and the social capacities of the workers. The creation of a pool of topic experts for aptitude transfer and talent retention is one of the main activities under this need (South African Police Service (SAPS). 2015). In order to ensure the existing pool of skills training, the progress and use of this action is of the utmost importance to the staff at PHQ KZN.

Main criterion 3 of these goals addresses a system of performance management that should foster a culture of performance, monitoring, behaviour and development. As recently developed by the Incentive Plan, the main development is to explore new award and affirmation methods that will incorporate community, behaviour and discipline.

Under this objective, main need 4 is to create professional patching that supports the differentiating professional interests and needs of the contrasting workforce of the SAPS. Significant main activities consolidate the identification, explanation and provision of critical talent based on established core careers or working families, as well as the creation of a plan that links professional paths to promotions and the planning for viable execution of the business unit.

One other important needs generally noteworthy for this study; is the one to develop a support method that will progress the ideal management of institutional administration. Key exercises for this need include:

- Enhancement of institutional methodology and strategy to retain vital, esteemed and focused skills effectively.

- To build a foundation/organisation talent-management system.
- Promoting compliance with government laws and the system stream, at promoting uncommon, necessary and significant organisational skills.
- Develop a succession planning system for the development of a pool of feasible skills to address the effect of the mass relocation of capacities that follows organisational management.

The yearly impact assessment of the value added to the SAPS' execution of its orders and its strategic direction, including the review of the cost benefit of preparing people to go abroad for training, particularly thinking about fiscal confinements, would, in like manner, highlight the strategic review of skills development inside the SAPS, thereby completing the improvement of a Human-Resource Development Strategy.

2.14.6 Guaranteeing the Degree of Profitability from the Human Capital Spent

Through their constructive contribution to the accomplishment of the establishment, this strategy focuses on the ideal use of each single human asset. Furthermore, through the foundation of an employee health and wellness service that drives stability and production to ensure a healthy, steady and beneficial workforce within SAPS, the strategy expects to earn a return on investment.

Staffing and retention practices will empower the trading of an operational work force in supporting the abilities of organised operational capacities and the review of the SAPS' pay model to cut down the ordinary unit cost of employees, inside the setting of the need for the organised upward career movement of people (Nienaber, 2017).

While the SAPS has not implemented either a retention strategy or a program that retains employees in uncommon occupational categories, it applies the legislation regulating retention of employees (South African Police Service (SAPS)., 2015). It has entrenched and resourced divisions whose functions are important for enhancing job fulfilment and those that update key retention strategies for employees.

Despite the fact that it currently has an internal culture that has a negative effect on its reputation, there is evidence that confirms the ranking managers' duty to build a steady, moral and performance-driven culture that brings all SAPS employees together. The Performance-

Evaluation Plan, in which employee retention activities, such as incentives, advances and career promotion, communication, training and growth, are communicated, gives an impression of being crucial in helping managers inspire and retain employees in their jobs (South African Police Service (SAPS)., 2014b).

2.15 CHAPTER SUMMARY

This chapter has provided an all-encompassing literature review of the existing publications on the issue that was investigated. The perspectives of a wide assortment of authors, that relate explicitly to the key ideas of succession planning – have been examined.

The method of reasoning for choosing SAPS as the exploration topic was also presented and outlined in this chapter. From these discussions, it can be noted that there is a wide and different history of the SAPS. The SAPS has features that differentiate it from other public agencies, regardless of being a statutory entity, specifically the service it offers, and the programs that are handled in order to fulfil its mission, its culture and positioning structure. While either a retention plan or policy has not been enforced by the SAPS, in which it retains workers in scarce occupational categories, it applies the legislation regulating employee retention.

While the organisation has an internal culture that negatively impacts its reputation, there is evidence that ranking directors are committed to developing a positive, moral and performance-driven culture that brings all SAPS employees together.

CHAPTER 3: THE RESEARCH METHODOLOGY

3.1 INTRODUCTION

In the previous chapter, it was shown that there are grounds for proposing that the lack of succession planning does influence employees' motivation and performance within the organisation. In this chapter, the research methodology centres around the systems followed during the research. The methodology, as described by Brynard and Hanekom (2013), reflects the arrangement, organisation and execution of their research that has been carried out. As a basis for the analysis and the concepts or measures used by the researcher to interpret knowledge and arrive at conclusions, the research-methodology approach integrates the presumptions and attributes that fill in (Brynard & Hanekom, 2013).

This chapter is structured as follows: design of research, population and sampling, data collection, data analysis, trustworthiness measurement and ethics.

3.2 DESIGN

Babbie and Mouton (2018 p198) state that “a research design is a specific and detailed strategy, including specific steps to acquire data, so that the researcher can come to conclusions regarding the subject under investigation. A research design consists of a statement of the research problem, as well as plans for collecting, processing and interpreting the observations intended to provide answers to the research question”. In this instance, the research design for this study was a case study, where a predetermined group of junior to middle managers of the South African Police Services in KZN was studied by gathering information through interviews.

The interview acquired opinions, comprehension and impressions of the targeted employees in relation to motivation, succession planning, human-asset management and the retention of talented employees.

The proper decision and research technique for this study is a qualitative/subjective methodology. According to Brynard and Hanekom, (2013p 38), “Qualitative research refers to research that produces descriptive data, whereby the world, or elements of the world, can be perceived from the participant's perspective”. Qualitative research is concerned with the understanding of the cycle and social environments underlying different standards of

behaviour; and which is primarily concerned with exploring the “why” questions of research (Brynard & Hanekom, 2013p38).

In this instance, this research depicts and clarifies how current succession-planning endeavours, or the lack thereof, have influenced employees’ motivation in the organisation. The research was initially utilized to investigate these theoretical ideas and to decipher the discoveries. The idea of the research question is to be found with the end goal – that there are different potential real factors that can be developed from the members; consequently, the suitability of a subjective/qualitative research approach can be ascertained (Creswell & Poth, 2016).

In an attempt to deduce their creation of the phenomenon, the exploration approach followed depends on an interpretative way of thinking that expects to build up how respondents make sense of a specific phenomenon by dissecting their beliefs, attitudes, awareness, facts, emotions, and encounters (Creswell & Poth, 2016). This helps and empowers the researcher to decipher and portray the information accumulated and to attempt the exact exploration of the investigation with some degree of certainty (Creswell & Poth, 2016).

3.3 POPULATION AND SAMPLING

Babbie (2018) characterizes a population as all the potential members that can provide data regarding the matter under scrutiny. In this particular qualitative study, instead of considering “a population” ten cases were chosen purposively to provide data. This comprised of (five (5) Police Act members and five (5) Public Service Act members) at the office of the Provincial Commissioner in KZN.

Sampling is called the manner of selecting cases from the population to watch (Terre Blanche, Durkheim & Painter, 2006). Representativeness is the basic concern in sampling. The aim is to choose a sample that will reflect the population from which the investigator aims to draw conclusions (Blanche, et al., 2006). The use of non-probability and purposive sampling typically aligns with qualitative research (Creswell et al., 2012). Non-probability sampling alludes to any method of research where the statistical theory of randomness does not govern the choice of components (Blanche et al., 2006).

De Vos, Strydom, Fouche and Delport, (2011) maintain that with purposive sampling, a specific case is chosen; since it delineates a specific component or process that is of interest for a specific report. In purposive sampling, choices are made for the sole motivation behind

getting the most extravagant conceivable wellspring of data to respond to the research questions (De Vos, et al., 2011). Therefore, members are explicitly chosen as a consequence of their insight regarding the matter under scrutiny (De Vos et al., 2011). In this instance, these members are selected on the basis of being in their positions for over 10 years; and they possess expertise, such as familiarity with the promotions in the department. Others are practitioners that operate within the Human Resource divisions.

3.4 THE DATA COLLECTION

A qualitative data-collection method was used for this study. In-depth interviews, focus groups, projective approaches, and analytical methods provide qualitative data collection techniques. (Welman, Kruger, & Mitchell, 2005). Brynard and Hanekom (2013p 42) maintain that “an interview is a meeting of two minds in a face-to-face conversation, in which a lack of clarity can be illuminated by the researcher, who would secure quality information.” Qualitative techniques provide understanding into the sentiments of individuals in the sample group.

This research has focused on primary data gathering, to obtain direct data of the attitudes, beliefs, values and experience of the employees at PHQ SAPS in KZN. In this case, only 10 individuals were accessed because these were the members that made themselves available for the study. Furthermore, in-depth interviews were used to collect data from the participants in the study. According Brynard and Hanekom (2013), data collection is a cornerstone of the research process; and it determines the achievement of the research project; as all research and preparation efforts are of no value if the information are accumulated inaccurately, or the respondents refuse to co-operate.

The following data collection techniques were utilised for this study:

- In-depth interviews were utilized extensively for interviewing the individuals that were chosen.
- These types of interviews are conducted once only, with an individual and generally covered the duration of 30 min to an hour.
- To achieve optimum use of interview time, the researcher used an interview guide to serve the useful purpose of exploring the respondents systematically and comprehensively as well as to keep the interview focused on the desired line of action.

- The questions in the interview guide comprise of the core question and many associated questions related to the central question.
- In order to have the interview data captured more effectively, recordings of the interviews were done.
- The researcher created a relaxed atmosphere with the interviewees to encourage the participants to share perceptions, points of view, experiences, wishes and concerns without pressurising them to do so.

3.5 DATA ANALYSIS AND INTERPRETATION

Analysis and perception are often misused as synonymous, but their functions and meanings are unmistakable (Mkhize, 2011). They are then processed and interpreted for the purpose of extracting meaning from the collected raw data after the information has been collected. Data analysis started during the data collection in this study; the data were subsequently interpreted in relation to the various themes of this research project.

The following data analysis steps were embarked on in this study:

The examination utilized the thematic-investigation approach with the intention of discovering something about the respondents' perspectives, sentiments, information or encounters from a particular qualitative dataset, such as interview records, as suggested by Babbie, (2020):

- The researcher interpreted the transcribed data obtained from the interviews.
- The researcher then structured the data.
- The data was clarified by eliminating digressions and repetition.
- The researcher brought her own comprehension of the information to light, by drawing data from the theoretical analysis.
- The researcher gave new viewpoints on the phenomenon examined; and she thought about the basic role of the investigation as a foundation.
- Furthermore, a deductive methodology was used for the study. Preconceived themes were created on the basis of the theory or existing information that was examined in Chapter 2.

3.6 MEASUREMENT OF TRUSTWORTHINESS

As indicated by Lincoln and Guba (1994) and Polit and Beck (2008), there are four criteria for assessing the trustworthiness in a qualitative research; these are credibility; transferability; dependability and confirmability.

3.6.1 Credibility

Credibility refers to the reality value of the discoveries through prolonged commitment, relentless observation, triangulation of sources, peer questioning, structural cognizance, the researcher's control, part checking and referential sufficiency. The credibility of this study was ensured through the well-structured questions and in-depth interviews that were conducted.

3.6.2 Transferability

Transferability happens when the researcher can apply the discoveries to a comparative substance and give a thick description of the research procedure. Transferability additionally refers to the descriptive data that the researcher gives to extrapolate the discoveries of the investigation to different settings or gatherings. In this study, the researcher gave rich information on the strategy utilized in the research process and setting. This can be replicated in similar settings elsewhere.

3.6.3 Dependability

Dependability refers to the stability of information after some time, showing that repeating the study in a comparative setting would create similar outcomes. Dependability was confirmed through triangulation, stepwise replication, a request review and a code-recode measure. In this context, the study ensured dependability by following a qualitative research procedure as outlined by Lincoln and Guba (1994) and Polit and Beck (2008).

Establish an Audit Trail: In order to verify the results, an audit trail requires an analysis of the investigation process, whereby a researcher accounts for all the study actions and events to explain how the data were gathered, registered and analysed. The following records should be held to cross-check the investigation process in order for an auditor to perform a comprehensive forensic test; raw data, interview reports, and recordings. The audit trail also confirms the

study's validity. Judging the dependability of an investigation, according to Wallendorf and Belk (1989), involves a careful observation of the informants over a prolonged period of time in order to learn of any changes and offer reasons for the changes, and it is important to check the results for sincerity.

Stepwise Replication: Stepwise replication is a qualitative assessment technique for scientific data in which two or more researchers independently evaluate the same data and compare the findings (Chilisa & Preece, 2005). In order to increase the dependability of the investigation, any contradictions resulting from these different tests need to be resolved, and if the outcomes of the analyses are identical, then the dependability of the inquiry is reached.

Code-Recode Strategy: The code-recode method entails the researcher coding the same results twice, providing a gestation period of one or two weeks between each coding. The results of the two codes are compared in order to see if the results are the same or different (Chilisa & Preece, 2005). The code-recode technique is often referred to as a code agreement, whereby the analysis process requires the researcher to make some observations, implying that the inter-rater or inter-observer codes the data and compares the inter-coding. It increases the efficiency of the qualitative investigation if the coding outcomes are in agreement (Chilisa & Preece, 2005). This allows the researcher to develop a deep understanding of data dynamics and strengthens the narrative presentation of the participants.

3.6.4 Confirmability

Polit and Beck (2018 p 33) state that confirmability refers to “the degree to which the findings are solely a function of the participants and a condition of the research; and they are not influenced by the researcher’s bias.” In this study, documented notes, basic data from the recorded and sound taped data, were saved for confirmability and review trial purposes.

3.7 ETHICS

Every researcher should assess his/her conduct (Henning, Van Rensburg, & Smit, 2004); since this is guided by a set of research ethics. Moral standards ought to be disguised in the character of the researcher, so much so that morally guided decision-making, and the sympathetic and

delicate treatment of members become part of the total way of life of such an analyst (Welman et al., 2005).

Regardless of the existence of moral rules and moral standards that researchers can uphold in their decision-making, the researcher is ultimately responsible for moral behaviour (De Vos et al., 2011). The analyst is accountable for each choice that made positive and negative outcomes (De Vos et al., 2011). Accordingly, when data is gathered from the respondents, a researcher should regularly, and under all circumstances, be moral; and report on fact and should never apply reality in a one-sided way (Brynard & Hanekom, 2013).

The researcher guaranteed for this study that participants recognized that their engagement in this study is voluntary; and that they could at any time drop out of the study. The participants were also ensured of their anonymity; and a consent form was presented and signed by all the participants, explaining in detail the purpose and procedure of the study. Permission was granted by the South African Police Service to conduct the research (See Annexure B for a duplicate of the consent letter).

Furthermore, the study ensured that the research aligned with the University of Johannesburg ethical requirements, where the Ethics Committee assessed and approved the research proposal of the study.

3.8 CHAPTER SUMMARY

The inspiration for the study and the significance thereof were introduced in this chapter. The focal point of the study was featured by the aim, and the presentation of the key theoretical definitions, together with additional explanation. This section has provided the theoretical data on the study technique; and it has complemented the specific advances that were followed to address the study on the issues; and furthermore, to arrive at the goal of this chapter. The study approach and design, the strategies for the data collection, the data analysis and the techniques to guarantee the trustworthiness of the project were also addressed.

CHAPTER 4: RESULTS AND DISCUSSION

4.1 INTRODUCTION

This study adopted a qualitative approach to analysis, focused on an interpretative way of thinking, which seeks to determine how respondents render a particular wonder sense by taking into account their recognitions, perceptions, understanding, awareness, beliefs, feelings and experiences in their attempts to understand the phenomenon (Creswell & Poth, 2016).

Henning, Van Rensburg & Smit, (2013 p288) stated that “descriptive and analytical designs are intensive descriptions and analyses of a single unit.” In this case, it was the KZN SAPS. These designs address the how, where, when and why aspects of a study. The assembled information was examined to introduce a total review of the phenomena of succession planning and motivation.

This chapter presents the outcomes, which exuded from the empirical research, and to give a translation and depiction of the importance of the discoveries. This is important in refuting or affirming the discoveries of the literature introduced in Chapter 2, as well as to give new perspectives on what was examined.

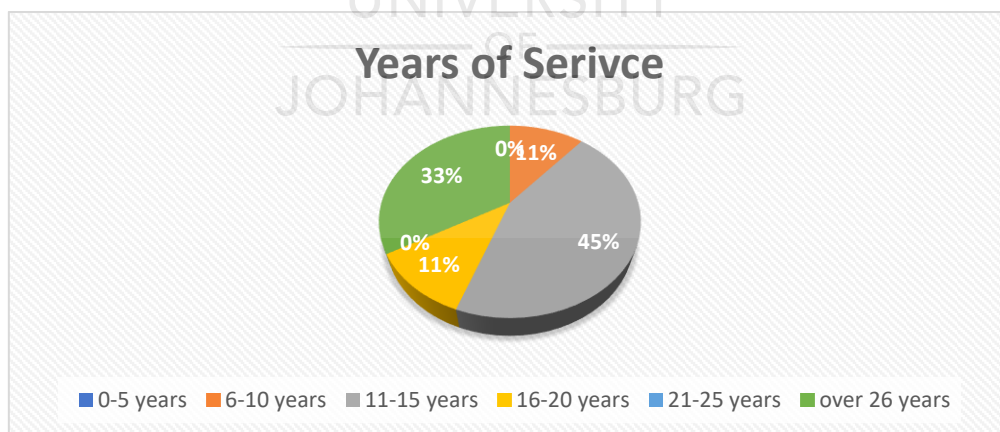
4.2 DEMOGRAPHICS

Interviews for this research project were administered to the respondents within the KZN SAPS. The sample consisted of ten (10) members: five (5) Police Act members and five (5) Public Service Act members) at the office of the Provincial Commissioner in KZN. The biographical information provides the profile of the respondents, which includes their rank, the number of years in their current rank, and the number of years working for the organisation. This was used to contextualise the sample group. The majority of the respondents had been with the organisation for over 10 years, and in their current ranks for over 10 years. The administrative clerks hold supervisory roles.

Based on these findings, it is clear that some of the respondents will be approaching retirement soon. In this case, we can see that succession planning would need to be considered for the younger employees, in order to form part of a talent pool, from which to choose. The results of the biographical information are presented in Table 4.1, Figure 4.1 and Figure 4.2, respectively.

Table 4. 1: Demographics

Respondent	Position	Years in Current Rank	Years in the Organisation
R1	Lieutenant Colonel	12	20
R2	Lieutenant Colonel	12	32
R3	Colonel	15	36
R4	Colonel	16	36
R5	Captain	3	12
R6	Chief Administration Clerk	4	18
R7	Provisioning Administration Clerk	11	15
R8	Administration Clerk	11	11
R9	Administration Clerk	12	12
R10	Administration Clerk	10	10

**Figure 4. 1: Years of Service**

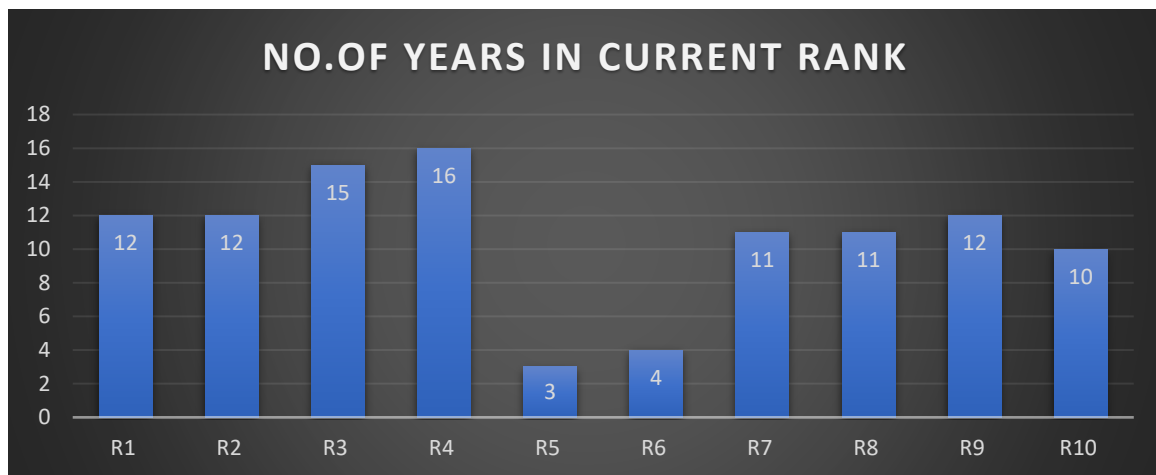


Figure 4. 2: Number of Years in Current Rank

4.3 RESEARCH OBJECTIVES AND FINDINGS

The objective of the study was to determine the current succession-planning practices, or the lack thereof in the KZN SAPS, and to establish the effect on the motivation of the employees. This section will provide the discoveries of the information gathered from the respondents; and this will be examined in the light of the various themes identified.

In presenting the results of this study, descriptive quotes and narratives, as quoted by the respondents, are provided literally, from the interviews that took place. The terms “respondent/ respondents” are used interchangeably to refer to those employees, who participated in the study by undertaking the interview.

The findings are discussed under the research questions, in which the results are tabulated under each research question in Table 4.2.

4.3.1 Discussion of Results: Theme A: Current succession-planning efforts in the KZN SAPS organisation

The questions to address the theme are as follows:

- What is your understanding of the concept *succession planning*?
- Are you aware of any succession-planning practices within the organisation? Please provide examples.

- Have you personally experienced, or witnessed, succession planning, or the lack thereof, within the institution?

Table 4. 2: Current Succession-Planning Efforts in the KZN SAPS

THEME A	Responses to the question: What is your understanding of the concept <i>succession planning</i>?
Current succession planning efforts in the organisation	<p>“To identify and evaluate vacancies in the organisation, as they become available; and to ensure that the vacancies are filled with suitably qualified and experienced candidates” (R6).</p> <p>“Succession planning is a strategy employed by the organisation to ensure skills and talent being transferred from one employee (SENIOR) to the next employee (JUNIOR). Succession planning ensures the development of employees at every level; and it aids in the alignment of human resources, processes, structures and culture to support the business-level strategies” (R5).</p> <p>“My understanding of the concept <i>succession planning</i> is the process of identifying, training and developing a specific employee to take over a specific job, when an employee resigns, retires or dies” (R4).</p>
	Responses to the question: Are you aware of any succession-planning practices within the KZN SAPS? Please provide examples.
	<p>“Not aware of such practices within the organisation” (R1), (R3), (R4), (R7), (8), (10).</p> <p>“Yes, example: Post-promotion processes for salary levels 1-12 and regular advertisements for appointment purposes” (R6).</p> <p>“Yes, practices of succession planning through the use of promotions. This is where vacant posts are advertised and filled; and this allows people to climb the ladder. During, and in many cases before, promotion interviews, people are identified by senior management to be promoted to the next level (R2).</p>
	Responses to the question: Have you personally experienced, or witnessed, succession planning, or the lack thereof, within the KZN SAPS?

	<p>“Partially yes – through the engagement and participation in the drafting of the junior management core-working methodology, in which the succession strategy has been experienced” (R5).</p> <p>“Yes, I have participated in the post-promotion/appointment process for various posts; and I have acted as secretary to the promotion.” (R6)</p> <p>“There is no succession planning within the organisation (SAPS). Posts are advertised after the incumbent has left the organisation; and an appointment is made by a promotion panel.” (R7)</p> <p>“I have witnessed a lack of succession planning within the organisation. My section commander’s post has been vacated twice in a 5-year period; but the post was filled by employees who transferred back to Durban; because there was no succession planning, a suitable, knowledgeable and qualified employee was not chosen. The result of this has seen the section being mismanaged; because the employees who filled the post did not have the necessary expertise for the job.”</p> <p>(4)</p>
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4.3.1.1 Understanding Succession Planning

The majority of the respondents understood the concept of succession planning. Some went further to give detailed explanations, which indicates clearly that there is extensive knowledge by the employees of the concept. Therefore, the consensus on succession planning was that: Should there be a person who is to vacate the post in some years to come, there must be a programme in place to prepare and groom potential candidates who will possibly take over. This is usually done for vacant posts in senior and middle-management positions; since this is where managerial skills are acquired. As described by Hampel, et al., (2010), succession planning, as a technique of dealing with the present and the future, while at the same time tending to individual and institutional advancement needs. They contend that collegial help, career planning and improvement, data exchange, capacity building and tutoring, set up workers to come forward and grasp the new challenges; and to create significant professional plans.

4.3.1.2 Awareness of Succession within the KZN SAPS

As many as 80% of the respondents indicated that they are not aware of any succession planning practices witnessed within the organisation. According to Kochanowski (2011, p 222), “The progression-planning models in the public sphere are scarce; and they are focused on work plans for the workforce of eight to ten years earlier”. The remaining respondents explained that the practices of which they are aware, was the post-promotion process, in which regular advertisements were made for appointment purposes. Furthermore, the following finding was made: The National Commissioner, **General KJ Sithole (SOEG)** has drafted a Junior-Management Core (JMC) within the SAPS.

The founding principles of the JMC are primarily to breed future leaders within the organisation. Succession Strategy is a pillar of the JMC; and if properly implemented, the organisation would be enjoying a well-established and functional succession strategy. This may not be known to the public; since it is still being drafted by the JMC.

4.3.1.3 Experiences of Succession Planning, or the Lack thereof in the KZN SAPS

Only two (2) respondents mentioned that they had witnessed any succession planning taking place in the organisation. One explained that it was partially through the drafting of the Junior Management Core, where the succession strategy was being drafted. Another respondent participated; and she was part of a panel, allowing her to witness the processes involved in appointing the successful candidate, and giving her insight into the method utilised by the panel to appoint individuals that they considered suitable for the post. The remainder of the respondents explained that they had neither witnessed, nor experienced any succession plan taking place in the organisation; since some vacancies were only filled after the employee had left the organisation.

Consequently, it is evident that the practice of succession planning is not realised in the SAPS in Kwazulu-Natal. There are young people that are hardworking, dedicated and loyal; but frequently, they are overlooked when posts to a higher level are advertised and filled. Respondent 2 explained that people are also not promoted in their line of work, thereby resulting in people becoming negative when working under a manager who has no knowledge of what needs to be done. This difficulty of not having an information dataset is affirmed by Stadler (2011), who maintains that foundations in numerous occurrences are not adequately

equipped, or prepared to deal with the talent emergencies. Some establishments do not even have a talent system. Thus, the talent-management framework segments work in isolation. As stated by Stadler, (2011) establishments meet their recruitment and selecting needs on a traditionalist premise; since they lack a detailed career and succession-management process. Because of this test, government employees are viewed as the most significant proprietors of the succession-planning process. All things considered; succession planning is neglected. It consequently shows that there are no legitimate progression designs in government offices (Stadler, 2011).

4.3.2 Discussion of Results: Theme B: The Extent that Work Progression Influences Performance in the Organisation

The questions under this theme are as follows:

- How has succession planning, or the lack thereof, affected your personal professional experience within the institution?
- Would you consider that employees are prepared enough to expect higher positions, as they become available? If not, what needs to be done? If yes, what has been done to “prepare them enough”?

Table 4. 3: The Extent Work Progression Influences Performance in the Organisation

THEME B	Responses to the question: How has succession planning, or the lack thereof, affected your personal professional experience with the institution?
The extent work progression influences performance	<p>“The lack thereof negatively affects the organisation, as it creates uncertainty and breeds conspiracy theories in terms of the incumbent, who will eventually fill the post. Employees lack motivation and drive to upskill; since the post may be filled by somebody from the outside.” (R7)</p> <p>“Vacancies are filled almost a year later. The person only learns all the core functions of the post when they are promoted into it. As a result, the junior staff are frequently more knowledgeable of the duties in the environment.” (R3).</p>

	<p>“The lack of succession planning is demotivating; because your performance at work has no effect on your salary, or on getting a promotion post.” (R8)</p>
	<p>Responses to the question: Would you consider employees are prepared adequately to expect higher positions, as they become available? If not, what needs to be done? If yes, what has been done to “prepare them properly?”</p>
	<p>“Some, yes. They are within the environment; and they have the necessary knowledge and skills to function at a higher level.</p> <p>Some are not. These are people that are not from the environment. In order to address the shortcoming, it is advisable to promote people who know the job, and not just to manage staff only.” (R3)</p> <p>“Yes and no – the preparedness and the sense of readiness of the employees to compete successfully at the next level, depends on the capability and willingness of the employee to serve at that level.</p> <p>However, the succession strategy becomes essential, if there is a collaborative effort between the employer and employee in respect of the successful implementation of the strategy. The South African police Service Code of Conduct unambiguously states that it is the responsibility of each employee to develop themselves. The employer will ensure that the environment is conducive for the development.” (R5)</p> <p>“No, the organisation should change its policy to incorporate succession, thus paving the way for grooming, upskilling to the recruitments of the new post. There must be predisposing motivating factors.” (R7)</p>

4.3.2.1 Personal Professional Experience of Succession Planning

Most respondents who did not experience or witness succession planning taking place, note the lack of succession planning to have negatively affected their personal professional experience in the organisation. Various reasons range from decrease in morale and confidence within the organisation. Another respondent explained that she has been with the organisation for thirty-two (32) years; however, she feels overlooked; and that being present in the workplace seems

to be more important than actually getting the work done. Although there are guidelines and instructions governing the processes that have been put in place, to ensure fairness and the unbiased appointment of individuals to vacant posts, the manner in which some appointments have been dealt with has left the respondents somewhat jaded and wary of the organisation, as well as the methods utilized during these processes.

4.3.2.2 Preparedness of Employees for Higher Positions

The responses from the respondents were 50/50 yes and no. Yes, in the sense that they possess the potential of getting higher positions, when they become available. Employees have been equipped with the necessary skills to prepare them, such as attending relevant courses, being hard workers and are self-motivated, thereby implying that they can work independently.

No, in the sense that they need to be given opportunities to participate in junior management training programmes, as a first-level management programme and subsequent management programmes, which would better equip them to cope at the level of supervisors/managers; and to enable a better understanding of the workings of the organisation (Respondent 1,3, 4 & 6). “Lower-level” employees (clerical individuals etc) are often expected to perform their designated duties without knowing or understanding the broader aspects of the organisation and its policies, procedures and inner workings.

As D'Souza, (2000) describes, organisations need to showcase themselves to potential workers as they do so to their clients, similarly, they must behave as if it is the best work environment. Human assets are not just about attracting the ideal individuals to the organisation, but additionally guaranteeing that skilled employees don't leave.

4.3.3 Discussion of Results: Theme C: Role of the Manager or Supervisor in Your Personal Motivation at Work

The questions under the theme are as follows:

- Do you think senior managers have been able to create a supportive, ethical and performance-driven culture that brings together all the employees?
- In your experience, what would you say motivated your best and most successful performance? (Individual motivation and performance).

Table 4.4 presents the role of a manager or supervisor in the personal motivation at work

Table 4. 4: Role of Manager or Supervisor in Your Personal Motivation at Work

THEME C	Responses to the question: Do you think senior managers have been able to create a supportive, ethical and performance-driven culture that brings together all the employees?
The role of the manager/supervisor in your personal motivation at work	<p>“My supervisor does not do anything that personally influences me to be a better person within the organisation.” (R5)</p> <p>“In my experience No! People work in their own little environment; and they are not exposed to all the spheres within their section.” (R3)</p> <p>“...members work as individuals within groups.” (R8)</p> <p>“No, due to inconsistent decisions, dubious appointments and the lack of subject knowledge, especially when external appointments are made at senior level, the appointed supervisor does not understand the various directives and would not be in a position to drive performance; since he/she needs to learn from the subordinates.” (R7)</p> <p>“Yes, but this is not the norm amongst senior managers; as some still continue to draw the line between junior employees and senior employees; and they refuse to provide support and encouragement to junior members.” (R6)</p>
	Responses to the question: In your experience, what would you say motivated your best and most successful performance? (Individual motivation and/or performance?)
	<p>“I was fortunate enough to serve under the command of senior officers who saw my potential and nurtured my curiosity. These officials never tired of answering the myriad questions that I had; and they frequently pushed me beyond what I thought was my limit. I strove to meet all their expectations; and in doing so. I furthered my knowledge and expanded my work ethic. These are managers that I was proud to work under; and who taught me what good work ethics and integrity really meant.” (R6)</p>

	<p>“My personal belief and conviction is to make a difference in people’s lives, coupled with my spiritual conviction. I was further motivated to make a difference in people’s lives, seeing the impact on personnel from bad commanders/supervisors to the total lack of guidance/supervision/mentoring and skilling. The personal joy of achievement/ accomplishment.” (R7)</p>
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4.3.3.1 The Role of Supervisor in Personal Motivation

The majority of the respondents said that their managers/supervisors were unable to create a supportive and driven culture for them. This can be seen in some departments; where some managers don’t even know the duties that their subordinates are performing, which results in them not knowing how to give support to their subordinates. It was further discovered that some managers are driven by emotions. As a respondent, 1 explained that when her performance discussions were due, they were rated, based on how the manager’s mood was on that day, and not on the work that has been done. Armstrong, (2009) indicates that the involvement of management reveals that employees ought to be dealt with more as accomplices than merely as the labourers of an organisation. This builds their motivation. The fundamental design is to make an organisational atmosphere that encourages dialogue among directors and their juniors (Armstrong, 2009).

Even though there was support given to certain individuals, the inverse effect sometimes happened. For instance, you might find that an individual has the required skills, knowledge and drive to perform a duty; yet they use these employees to their own personal advantage to push their own objectives or KPA that in the long run puts the employee at a disadvantage when promotions arise. From this basis, support is given; yet, there is no recognition and promotion given to those individuals.

4.3.3.2 Motivation Behind best and most Successful Performance

Dyer and Reeves (1995) revealed that organisational performance is a mix of: (1) cash-related outcomes (e.g., organisational advantage or market value), (2) hierarchical outcomes (e.g., productivity or buyer fulfilment), and (3) human-resource results (e.g., work satisfaction or

duty). As such, some of the experiences that the respondents mentioned which supported their best performance include:

“I acquired the necessary job knowledge by teaching myself. I always asked questions whenever I was uncertain. I also worked with people, who were prepared to teach me what I needed to know.” (R3)

“My performance is inspired by the fact that I set high performance goals; and I understand that I need to set an example for those below me. I am eager to change the perception that the SAPS is poorly functional, as a business entity.” (R5)

“Hard work, being driven to succeed and being self-disciplined and motivated. For me, what is important is learning new things and coming up with creative ideas to improve on something, for example a working method, and ensuring that you are able to work well, when you are part of a team” (R2). Table 4.5 shows the role that organisational culture plays in succession planning.

4.3.4 Discussion of Results: Theme D: The Role that Organisational Culture Plays in Succession Planning

The questions under this theme are as follows:

- What are your challenges pertaining to staff motivation; and what are the factors that might influence you as the employee to remain within the organisation?
- Is the organisational culture conducive to work in? I.e. is it supportive? Does it make one want to remain an employee in the organisation?
- What would you consider the key factors that affect the retention of employees in the organisation?

Table 4. 5: The Role that Organisational Culture Plays in Succession Planning

THEME D	Responses to the question: What are your challenges pertaining to staff motivation and what are the factors that might influence you, as the employee, to remain within the organisation?
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<p>The role of organisational culture plays in succession planning</p>	<p>“The biggest challenge is that there is no staff motivation; members are not influenced to be better and to strive for more within the organisation; we work on a get-the-work done basis, no matter what the outcome; employees are not complimented for a job well done, or rewarded with half days, or any other incentives in my section. I remain with the organisation for job security, and the hope of a chance for development and growth.” (R4)</p> <p>“Challenges pertaining to staff motivation are that there are different leadership skills; Changes within the organisation are happening too quickly; Inexperienced commanders. The promotion of Public Service Act personnel into the ranks of the Police Act is another problem. The officials are now in command of the functional members.” (R3)</p> <p>“Staff morale is extremely low in most levels within the organisation. The level of staff morale is attributed to the approaches employed by most senior management, when discharging their daily duties. There is a high level of favouritism, nepotism, and a lack of respect for fellow colleagues, no sense of emergency for service delivery.” (R5)</p> <p>Responses to the question: Is the organisational culture conducive to work? i.e., is it supportive? Does it make one want to remain as an employee in the organisation?</p> <p>“The Organisation offers a great number of opportunities to its members in terms of support and career progression. However, the noticeable mismanagement of these resources negates the effectiveness that these opportunities could have in creating a stronger organisational culture.” (R6)</p> <p>“To a certain extent, the organisation supports the personnel; in that there are courses and training to develop the staff. Officials are also empowering themselves in their private capacity; and they are looking for greener pastures outside the organisation, in which the salaries are better. Also, changes are implemented within the</p>
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	<p>organisation, without any proper consultation with lower levels. This frustrates the employees.” (R3).</p> <p>“Yes, the available regulations, if applied effectively, could assist the organisation to be improved and to render more effective service to the inhabitants of the land. It is supportive, in that we all have a duty to enforce the law and all applicable legislation. Yes, it does give me hope that remaining at SAPS, there is a bright future for the employees.” (R5)</p>
	<p>Responses to the question: What would you consider the key factors to be that affect the retention of employees in the organisation?</p>
	<p>“.... high levels of job security” (R2), (R4), (R5), (R6), (R7), (R8)</p>

4.3.4.1 Challenges Pertaining to Staff Motivation

Ozgur (2011) says motivation theories can be arranged comprehensively into two alternate points-of-view, specifically content and procedural theories. In this case, content theories deal with "what" inspires individuals and are worried about individuals' needs and objectives; however, in the case at hand, there are no rewards with accordance to Key Performance Indicators. Other challenges experienced by the respondents were the appointment of personnel not worthy of appointment, whilst; worthwhile candidates (skilled, knowledgeable, experts and experienced) are overlooked and expected to serve under such a supervisor. There is a belief that hard work does not pay. Employees that abuse the system, derive a personal advantage, such as sick leave. For others, the lack of leadership from management is hindering their ability to perform at a maximum level, in the sense that there is no guidance or adequate resources made available to enhance performance.

Louw and Kahn (2010) maintain that a changed Human-Resource Management culture would take into consideration the execution of the Batho Pele standard, which is intended to meet the needs of individuals. The value of "People First" ought to be inserted in public organisations' way-of-life; and this ought to be applied to both internal and external partners (Republic of South Africa (RSA), 2013). This feeling inculcates in workers a mentality of valuing customers of the public (Louw & Kahn, 2010).

According to Louw and Kahn (2010), social changes should come from senior management who should show others how it should be done, and who treat subordinates with dignity and regard; and who show a distinct interest in their prosperity and professional success.

4.3.4.2 Organisational Culture

One of the goals under the mandate of the SAPS deals with a performance-management system that should include a culture of performance, monitoring, behaviour and development. The main development is to explore new award and affirmation approaches that through an as-of-late created Reward Strategy envelop culture, action and discipline (Republic of South Africa (RSA), 2013). The Minister of Police shared the view during the launch of SAPS's Top 1500 in February 2015 that the vision of SAPS for the future needs to handle its history, such as the path forward (South African Police Service (SAPS), 2015). The minister further expressed that change in SAPS should be deep-rooted; and it needs to reach out beyond colour, socio-economics and corporations, to a major change in culture, approach and hardworking attitudes. This culture can be said to be still under development today. The expressions by the respondents reflects that they share this culture and they are prepared to “live it”.

4.3.4.3 Factors that Affect the Retention of Employees

The consensus from the respondents is that there is a high level of job security within the organisation. Seldom do you find employees in the organisation being retrenched, even if the country is faced with pandemics, recessions etc, thus yielding a high level of job security. Singh, (2012) explains that developing an employee-retention framework; observing expenses; and having skilfully considered retention targets help in the resourcing and business objectives that brace the internal supervisor brand and add to the organisation’s ability to succeed.

To the degree that the South African public sector is concerned, employees drawn to retention systems are those allocated for scarce occupations (Rasool & Botha, 2011; South Africa. Department of Labour, 2012; Van Broekhuizen & Van Der Berg, 2016; Van der Berg & Van Broekhuizen, 2012); Motivating benefits, however are only rarely tested. Loyalty is another practice that is commonly recognised in the South African public sector, i.e. employees who are praised for the long periods of service they have spent in a public organisation. The use of remuneration as employee retention procedures helps senior executives to understand that it is

not just the amount and importance of remuneration that is important to the employees. It is also critical how staff survey the techniques used to determine and disburse incentives.

4.4 CHAPTER SUMMARY

The results of the study were presented in this chapter.

The findings from the respondents were that inspiration and rewards were discovered to be of extreme significance to the respondents. These aspects are currently ignored by SAPS's management. Likewise, it was found that SAPS does not have any succession plan as with vocation and the Retention Policy. The study also showed that succession planning is a relevant point of view for the improvement of talented/gifted employees.



CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

This chapter provides the conclusions drawn from the analysis of the results and makes recommendations there from. It is hoped that provided that the SAPS management commit themselves to the recommendations presented in this chapter, there could be a significant progression in the management and further development of the succession-planning process for the SAPS. Study limitations and recommendations for further research conclude the chapter.

5.2 CONCLUSIONS

The main aim (objective) of the study was to determine the perceptions of employees on the current succession-planning practices, or the lack thereof in the SAPS-KZN. In order to achieve this aim, a few research themes were identified and questions were put forward at the beginning of the study. Each of these questions is re-stated; and the key findings are highlighted thereafter. The aim of this section is to show whether the study aims were achieved, or not.

Research Questions/ objectives

For this study, research questions were set to establish the following issues (objectives):

- The current succession-planning efforts in the organisation (Theme A);
- The extent that work progression influences performance (Theme B);
- The role of the manager/supervisor in employee's personal motivation at work (Theme C);
- The role that organisational culture played in succession planning (Theme D).

The key findings that will be discussed below are in line with the research questions, as indicated above.

5.2.1 The Current Succession-Planning Efforts in the KZN SAPS organisation (Theme A)

The first objective was aimed to find out the current succession-planning efforts in the SAPS-KZN. The conclusion was that there is little to no awareness of succession planning in the organisation. Although the organisation does make use of a promotion policy, it does not however, support effective succession planning or the management thereof. The employees noted that the organisation has lost knowledgeable and skilled members through the lack of recognition of internal personnel and the external appointment of personnel. According to Louw and Kahn, 2010, “Succession planning, in the final analysis, allows competent employees to be earmarked, coached, mentored and groomed for future positions”.

Therefore, the opinions raised by the respondents agreed with the view held by Louw and Kahn, in the sense that the promotion policy must be linked to succession planning. This would guarantee that suitable future appointments could fill the gaps that might arise, due to illness, resignations and even retirements (Louw & Kahn, 2010).

Another discovery was that there is a charter that has been drafted by the National Commissioner. It is called the Junior Management Core within the SAPS. The JMC is still in the developmental stages; and there is poor support for the concept and the model from the executive management of the organisation. According to the drafted retention policy of the (South African Police Service (SAPS), 2015), it states that “employees will not remain at the institution indefinitely; and it provides a plan and process to address the changes that could occur when they leave.”

This makes it difficult; since strategies of this nature need to be first recognised at a business level before they can be appropriately functional at an operational level, which in turn then becomes very difficult to operationalise in the form of succession planning in the organisation.

5.2.2 The Extent Work Progression Influences Performance (Theme B)

The objective was to find out the extent work progression influences performance. The study revealed that the promotions taking place within the organisation do, in fact, influence the employees’ performance. This means that the administration of promotions needs to be done in an ethical and fair manner, by management, in order to encourage employees who are performing consistently well. Furthermore, the study revealed that there are low levels of

satisfaction among employees, when it comes to growth and development. Even though employees may have the necessary skills and knowledge, these seem not to be recognised by the organisation, in order to prepare them for tomorrow's challenges by using a succession plan. If the organisation is unable to identify and address the training requirements of employees, then this could have a negative effect on retaining employees.

According to Mosalo and Neethling (2015), the following methods can be utilised to ensure that there is strategic development of the employees: "long-term formalised mentoring programmes, long-term informal mentoring programmes; long-term formalised transfer, or exchange programmes; short-term rotation programmes; special job assignments; field trips; professional conferences; behaviour modelling and 'think-tank' experiences".

5.2.3 The Role of the Manager/Supervisor in Employees' Personal Motivation at Work (Theme C)

The objective was to establish, the role of the manager/supervisor in employees' personal motivation at work. The results showed that majority of the respondents did not get the support they needed from their managers/supervisors, which, in turn, did not make any difference in their performance at work. It was also noted that although the employees did possess the necessary skills and knowledge to advance in their positions in the organisation; however, this was not recognised by their managers. This made it difficult for the employees to remain motivated; as when posts became vacant, they would usually be filled by external applicants. It is therefore, imperative that the organisation should be proactive in developing a developmental program, which would draw young, energetic and keen employees. This would assist in identifying those who have the capacity for growth and development, as well as to be promoted to higher levels.

5.2.4 The Role that Organisational Culture Plays in Succession Planning (Theme D)

The objective was to establish the role that organisational culture plays in succession planning.

It was discovered that the culture of the organisation was not favourable for implementing a succession plan, specifically in retaining employees. The organisation fails to recognise the investment they have made in employees. This is to their detriment; as the departments are

unable to identify and retain the talent, thereby resulting in the loss of skilled employees. Furthermore, it was discovered that the organisation is not supportive, and not conducive to work, in the sense that work ethics are not promoted. This has resulted in employees being stuck in the same position for years, keeping them longer in the organisation and becoming accustomed to doing as little work as possible and having little accountability. It was noted then that employees are not able to speak their minds, to explore and to be themselves. This restricts them and discourages any motivation. However, top management and employees seem to aspire for a common culture, which unfortunately is not in practice on the ground.

5.3 SUMMARY

The main aim / objective: “To establish the perceptions of employees on the current succession-planning practices, or the lack thereof in the KZN SAPS” was answered. The results show that the subjects of “succession planning” and “motivation” are each very broad which make it difficult to limit factors in Succession Planning which affect motivation. Low levels of integration with life goals as well as a lack of attention to the personal and professional aspirations of employees continue to persist for a variety of reasons, including the lack of succession planning and the tendency to ignore the future and focus on the present.

It can be concluded under theme A that workers inside the organisation at all management levels understand what succession planning is. They perceive, however, that the organisation is not doing enough to incorporate succession planning systems. The common assumption is that the organisation has future recruits who can be educated and grown into leadership roles. It has also been identified that programs for the development and preparation of internal applicants for management roles are in place, but these programs are either not formal or not yet applied.

Theme B is more or less a continuation of the previous theme in that “work progression” is a key element of Succession Planning. The respondents were asked about “their perceptions” about their “work progression” which shows that there is a lack of motivation as per title study. It was discovered that the lack of a succession plan could threaten the viability and survival of the organisation. In the production of skilled workers, succession planning is an important factor. A relation is made to the development or formation of the identified talented employee's career plan/path and the establishment of talent pools. However at KZN SAPS, none of these occurs. Furthermore one can also see from the responses that they clearly “respond” to how the

lack of Succession Planning affects their motivation, irrespective of what theme was under analysis, for example “there is a high level of favouritism, nepotism, and a lack of respect for fellow colleagues, no sense of emergency for service delivery”. This is assumed to be present or experienced at different levels.

Under theme C, The findings showed that most of the respondents did not receive the assistance they needed from their managers/supervisors. It was also noted that while the workers had the expertise and experience required to advance in their roles in the organisation, their superiors did not understand or recognise this.

In theme D it was suggested that professionalism, with its emphasis on impartiality, accountability, specialised knowledge and ethical standards, could offer an alternative set of values and mode of thinking to replace that of the current SAPS culture. The differences among the respondents in terms of employee retention were also addressed in the literature review which revealed that it would be difficult to change the perceptions and scepticism of the employees and the current police culture. It would seem that the organisation is concerned with decision-making and management of practical tasks.

Therefore it can be seen that Succession Planning is an extrinsic motivator yet motivation is affected by both intrinsic and extrinsic factors. In essence, the main aim of the study was met and there is an alignment between title, objectives and findings.

5.4 RECOMMENDATIONS

If police managers in the KZN SAPS are to harness the aggregate energies of their work force, they should create programs and create challenges, continuously reassuring discourse, and ultimately giving rewards consistent with the degree of accomplishment achieved. It is not enough to be merely working hard. It is the assignment of the police administrators to ensure acceptable levels of performance, recognising that efficiency is legitimately identified with the capacity of the executives to constantly challenge the person. Incidentally, as indicated by (Pagano & Dintino, 1982), the police work has all the earmarks of being sorted out to do the exact opposite. This gives the impression of being the situation in the KZN SAPS today.

The creation of professional talent pools makes it easier for a more comprehensive community of employees to build desirable ranges of skills, resulting in better results over all levels and capacities (Factors Business Execution Site, 2013). An organisation guarantees that it has met

and trained workers by building talent pools inside and is prepared to expect influential positions when they become available (Factors Business Execution Site, 2013).

This is something that should be concentrated on by PHQ SAPS in KZN; because the existing pool of future workers in PHQ SAPS in KZN is not given the chance to be creative and take initiatives. This is probably because the SAPS is still a semi-military setting, and the police culture obviously does not encourage workers to stand up and start leading the pack. Matters involving order and regulation, respect for positions, and the issuance and follow-up of orders are controlled. Basically, decision-making rests with those workers with higher positions; and the choice of a higher rank is not required to be scrutinized by individuals.

The yearly impact assessment of the value added to the KZN SAPS' execution of its orders and its strategic direction, including the review of the cost benefit of presenting people to overseas training, particularly thinking about fiscal confinements, will in like manner highlight the strategic review of skills development inside the SAPS, thereby completing the improvement of a Human Resource Development Strategy. In summary:

- Succession planning is a significant viewpoint for the improvement of skilled workers. Therefore, the foundation or making of a career plan for individual skilled workers should be an integral part of a co-ordinated talent-management system for the KZN SAPS.
- Most of the study participants assume that the SAPS does not deal adequately with the success of its workers. Performance management can also be part of a coordinated talent-management framework.
- It can likewise be seen that promotions are not really connected to the development, retention or even the remunerating of employees, which implies that they might leave for better opportunities. Consequently, an appropriate retention policy should be created to oversee talent.
- Talent review to identify expected replacements for key positions, or even empty posts: This can be tracked by conducting a gap analysis and individual development plans, which should be estimated and then monitored.
- Performance Management is needed, in order to develop productivity and suitability by enhancing individual and group performance.
- An early warning system should be developed as a countermeasure for some kind of misfortune of skills that might impact service delivery.

As a contextual investigation, the researcher chose this topic as “the effect of succession planning on motivation within the KwaZulu-Natal South African Police Services” since the problem statement and the goals are related to the current issues faced at the KZN SAPS. The research discoveries controlled the respondents' true encounters and emotions and their dissatisfaction with the organisation's current circumstances. The results based on motivation differed between the respondents; there were various opinions.

The suggestions given in this investigation could fill the holes found in the problem of study.

In conclusion based on the study's results and goals, it was found that the presence of a succession plan may help the sustainability and effectiveness of the organisation. Progression preparation is a critical part of developing the talented workforce. For individually capable employees and the creation of talent pools, reference is made to the foundation or making of a lifetime arrangement/path. At the KZN, SAPS, none of these exist. In essence, the purpose of the analysis and the research questions have been adequately met.

5.5 CONTRIBUTION OF THE STUDY

The study provided useful insights for the case of KZN SAPS, where concepts, such as succession planning could assist management; and would form part of an integrated talent-management strategy/ retention policy for the organisation. This may include, but not be limited to, the creation of an early warning system, which would act as a countermeasure, should there be a loss of skills, which might affect service delivery. Furthermore, it was also brought to light that having a plan in place to measure and monitor the talent and to identify potential successors for posts, would aid in conducting a gap analysis and the development plans of individuals.

The study has shown the absence of succession planning in the SAPS; and it has confirmed that the lack thereof has had a negative effect on the motivation of employees, as reflected in the literature. This is a current problem at hand, which needs attention. The negative effect of the current organisational culture on motivation, also needs to be addressed, to help motivate employees, thereby creating value to the organisation at large. Succession planning improves the performance of an organisation (Rothwell, 2012).

The study has suggested some recommendations to improve the performance of the SAPS.

5.6 LIMITATIONS OF THE STUDY

This research is only restricted to the South African Police Head Quarters in KZN. Although the situation is not expected to be different in other Provincial SAPS Head Quarters, the generalisation of the research findings has to take this into account. Furthermore, the study focused on employees in the lower ranks and middle management only; however, it would have been useful to also compare the views of the senior managers. Although there may be numerous factors that contribute to low motivation, the study is only focused on the effect that succession planning has on the morale of employees.

5.7 SUGGESTIONS FOR FURTHER RESEARCH

Although the main aim of this study was focused on succession planning, it can be noted that not all elements that contribute to succession planning could be discussed in depth. Therefore, some further areas for research could be:

The dissatisfactions on promotions and opportunities for career advancement, career development and career prospects, which may aid in increasing employee turnover within SAPS. This could be done nationally, with a representative and large sample, for the findings to be more reliable. A quantitative approach could be used.

The other area that could be investigated could be how the establishment of participative management, which includes mentoring and succession planning could aid the progression of the organisation's managerial capacity. This is in light of the finding that the current culture seems not to be conducive to mentoring and succession planning.

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ANNEXURE A

Language Quality Assurance Practitioner

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pat@pemail.co.za

26/10/2020

TO WHOM IT MAY CONCERN

I hereby certify that I have language-edited the mini-dissertation of Ms Ntombifuthi Minienhle Mbele titled:
THE EFFECT OF SUCCESSION PLANNING ON MOTIVATION WITHIN THE
KWAZULU-NATAL SOUTH AFRICAN POLICE SERVICES.

I am satisfied that, provided the changes I have made are effected to the text, the language is of an acceptable standard; and is fit for publication – provided the notes I made are satisfactorily dealt with by the student and their supervisor.



Dr Patrick Goldstone

BSc (Stell.)

DEd (UPE)

ANNEXURE B

South African Police Service



Suid-Afrikaanse Polisie

Privaatsak Private Bag X94	Pretoria 0001	Faks No. Fax No.	(012) 334 3518
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Your reference/U verwysing:

My reference/My verwysing: **3/34/2**

THE HEAD: RESEARCH
SOUTH AFRICAN POLICE SERVICE
PRETORIA
0001

Enquiries/Navrae: **Lt Col Joubert
AC Thenga
(012) 393 3118
JoubertG@saps.gov.za**

NM Mbele
UNIVERSITY OF JOHANNESBURG

RE: PERMISSION TO CONDUCT RESEARCH IN SAPS: THE EFFECT OF SUCCESSION PLANNING ON MOTIVATION WITHIN THE KWAZULU-NATAL, SOUTH AFRICA POLICE SERVICE (SAPS): UNIVERSITY OF JOHANNESBURG: MASTERS DEGREE: RESEARCHER: NM MBELE

The above subject matter refers.

You are hereby granted approval for your research study on the above mentioned topic in terms of National Instruction 1 of 2006.

Further arrangements regarding the research study may be made with the following office:

The Provincial Commissioner: KwaZulu-Natal:

- **Contact Person:** Col AD Van der Linde
- **Contact Details:** (031) 325 4841/4946
- **Email Address:** vanderLinde@saps.gov.za

The Provincial Commissioner: KwaZulu-Natal has stressed that participation in interviews will be on a voluntary basis and respondents may refuse to answer questions implying sensitive information.

Kindly adhere to paragraph 6 of our attached letter signed on the **2020-06-12** with the same above reference number.

For. MENT **BRIG**
MAJOR GENERAL
THE HEAD: RESEARCH
DR PR VUMA

DATE: 2020-06-23

ANNEXURE C



INTERVIEW QUESTIONS

The aim of the study is to explore the current succession planning practices in the SAPS with special reference to the Provincial Head Quarters in KwaZulu-Natal and to determine and analyse the legislation, policies, theory and best practices pertaining to succession planning and motivation in the SAPS.

Your organisation has been selected because the SAPS is experiencing the loss of experienced employees due to factors such as early retirement. This creates a gap of knowledge for the junior employees as they are required to fill in the vacant positions that are created by these retirees.

Being able to implement an effective succession plan within the organisation will ensure that internally, the company will have a group of well-developed and trained employees from which the company can recruit.

The individuals for the interview are selected on the basis that some deal with the issues that will be investigated and therefore have the necessary expertise and experience to provide the answers.

- A. What are the current succession planning efforts in the organisation?
 - What is your understanding of the concept succession planning?
 - Are you aware of any succession planning practices within the organisation? Please provide with examples.
 - Have you personally experienced, or witnessed, succession planning, or the lack thereof, within the institution?
- B. To what extent does work progression influence your performance in the organisation?
 - How has succession planning, or the lack thereof, affected your personal professional experience with the institution?
 - Would you consider employees are prepared enough to expect higher positions as they become available? If not, what needs to be done? If yes, what has been done to "prepare them enough"?
- C. What does your manager or supervisor play in your personal motivation at work?
 - Do you think senior managers have been able to create a supportive, ethical and performance driven culture that brings together all employees?
 - In your experience what would you say motivated your best and successful performance? (individual motivation and performance)
- D. What role does organisational culture play in succession planning?

- What are your challenges pertaining to staff motivation and what are the factors that might influence you as the employee to remain within the organisation?
- Is the organisational culture conducive to work in? i.e. is it supportive? Does it make one want to remain as an employee in the organisation?
- What would you consider key factors that affect the retention of employees in the organisation?

